

**The Impact of The Pafuri Triangle Agreement on sustainable livelihoods
of the Makuleke Community, Limpopo Province, South Africa.**

By

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Declaration

I, Edwin Bobby Bvuma, hereby declare that” **The impact of the Pafuri Triangle Agreement on sustainable livelihoods of the Makuleke community**” has been written by me and has not been submitted for higher degree purposes to any other university. All sources cited have been duly acknowledged.

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Signature



Abstract

In 1998, thanks to the Restitution of Land Rights Act 22 of 1994, the Makuleke community won back The Pafuri Triangle after protracted and complex negotiations with the South African National Parks (SANParks) in the South African Land Claims Court. A globally celebrated agreement called the Pafuri Triangle agreement was signed with SANParks whereby the community and SANParks would co-manage the land and thereby derive economic benefits from it, instead of returning to resettle there.

It is 19 years (2020) now since the Makuleke community entered into a co-management venture with the SANParks. This study explored the impact of the Pafuri Triangle agreement on sustainable livelihoods of the Makuleke community.

The study is qualitative in nature. It sought to find out how the Makuleke people have been impacted upon by the implementation of the co-management agreement. Data was collected using face to face in-depth interviews. The study used purposively sampled Makuleke households as well as various implementing officials.

The study was primarily guided by the Sustainable Livelihoods Approach (SLA) framework to development, as advocated by the Department for International Development (DFID). SLA is an offshoot of the Human Development Theory. SLA seeks to enhance progress in poverty elimination through understanding people's strengths, vulnerability, and livelihood strategies.

The study revealed that the impact of the implementation of the Makuleke co-management agreement was below expectations due to a plethora of challenges.

Key Words: Restitution of Land Rights Act, Land Claims Court, co-management, impact, livelihoods, sustainable livelihoods, human development, human rights, South African National Parks.

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Many thanks and appreciation to his royal Highness, Chief Makuleke and the entire Tribal Authority team who not only gave me permission to do the study, but also gave me a hearty welcome and support throughout the study period. A very hearty thank you also to all my respondents who shared their time and experiences with me.

This study is dedicated to my parents; my late mother Mrs M.L Bvuma, my father Mr G.M Bvuma as well as my late wife, Mrs S.M. Bvuma (Mathebula). The support they gave me was a tonic that gave me strength and courage to trudge along.

I would like to thank my research guide, Elmon Chauke, for his assistance and support.

Thank you once again.

List of Acronyms

AWF	African Wildlife Society
BOT	Build, Operate and Transfer
CBNRM	Community Based Natural Resource Management
CBNRMPs	Community Based Natural Resource Management Programmes
CDF	Community Development Forum
CITW	Children in the Wild
CKGR	Central Kalahari Game Reserve
CPA	Communal Property Association
CPR	Common Property Resources
CRDP	Comprehensive Rural Development Programme
DANCED	
DEAT	Department of Environment and Tourism
DFID	Department for International Development
EPA	Equity and Protected Areas
EWT	Endangered Wildlife Trust
Exco	Executive Committee
FoM	Friends of Makuleke
FPP	Forest People's Programme
FZS	Frakfurt Zoological Society
GDP	Gross Domestic Product
GOB	Government of Botswana
ICDP	Integrated Conservation and Development Programme
IDS	Institute for Development Studies
ILO	International Labour Organization
IIED	International Institute for Environment and Development
IP's	Indigenous Peoples
JMB	Joint Management Board
JMC	Joint Management Council
KNP	Kruger National Park
MDF	Makuleke Development Forum

MOU	Memorandum of Understanding
MTSF	Medium Term Strategic Framework
NGO	Non-Governmental Organization
RADP	Recapitalization and Development Programme
REID	Rural Enterprise Infrastructure Development
SANP	South African National Parks
SANParks	South African National Parks
SL	Sustainable Livelihood
SLA	Sustainable Livelihoods Approach
SOE's	State Owned Enterprises
SSC	Species Survival Commission
TGER	Theme on Governance, Equity & Rights
TICELPA	Theme on Indigenous Peoples, Local Communities Equity and Protected Areas
UN	United Nations
UNCED	United Nations Conference on Environment & Development
UNDP	United Nations Development Programme
UNDRIP	United Nations Declaration on the Rights of People.
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organizations
USA	United States of America
USAID	United States Agency for International Development
WCPA	World Congress on Protected Areas
WCU	World Conservation Union
WPC	World Parks Congress
WPC	World Parks Congress
WTO	World Tourism Organization
WWF	World Wildlife Fund

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CHAPTER ONE

STUDY OVERVIEW

This study sought to explore how the Pafuri Triangle agreement between the South African National Parks (SANParks) and the Makuleke people has impacted on the sustainable livelihoods of the Makuleke community. This after the Makuleke community had been officially given their land back through the South African Land Claims Court. The impact of this agreement on the sustainable livelihoods of its rightful owners was done against the backdrop of the principles of the Department for International Development (DFID) that posits that development should be people-centred, enhance peoples' capacity, be responsive as well as aimed at amplifying the voices of the poor, which will lead to their emancipation from poverty in all its diverse manifestations.

1.1 The Context of the study

The Pafuri Triangle, which is also referred to as the Makuleke Contractual Park or The Makuleke section of the Kruger National Park, is a stretch of land of about 240 square kilometres that is created by the confluence of the Luvuvhu river and the Limpopo rivers at the tripoint called Crooks Corner. Crooks corner is where the borders of South Africa, Zimbabwe and Mozambique intersect, forming a tripoint. The Pafuri Triangle is the northernmost section of the Kruger National Park in the Limpopo Province of South Africa. It comprises around 240 square kilometres of land. "Pafuri" is the Xitsonga version of "Mphaphuli", a famous vhaVenda chief who lived closer to the Makuleke community. The Makulekes are speakers of the native Xitsonga language that is spoken by the Vatsonga people of South Africa.

The researcher deems it necessary to state from the onset that he is not a resident of Makuleke. Neither is he, in one way or the other, a relation to anyone in the Makuleke area. However, the researcher has been involved with the facilitation and co-ordination of Schools' Eco-Clubs (Environmental Clubs) in his home district more than 250km away from the research area. Eco-Clubs facilitation exposes learners and facilitators to environmental issues at local, national and international levels. It was during these activities that the researcher came across the Makuleke evictions issue, the Land Claims as well as the eventual restitution of their land in 1996. It was out of the fanfare of this historic handover that interest was generated within the researcher to follow the progress of the Makuleke community (after the handover) and get to know the area personally and better.

In 1969 the Makuleke community were forcibly removed by the Apartheid Government of the Republic of South Africa in 1969 (Harries; 1987). Their land, around 25000 hectares, was incorporated into the Kruger National Park and the Madimbo Corridor, a military buffer along the Zimbabwean border. The Makuleke community was moved 60 km away to be part of the former Gazankulu homeland in an area called Nthlaveni (See Figure 1, below). The land that the Makulekes were moved to was about 24 000 hectares, a far cry from the size of the area they owned in the Pafuri Triangle. Despite the smallness of the area that was given to them in their new home, they had to share it with other communities. The new Makuleke area neighbours two tribal authorities; namely, the Xikundu, the Mhinga tribal authorities as well as Nthlaveni 2PMU (see Figure 1). The Makuleke Tribal authority comprises of three settlements: Makuleke 1, which is called Makuleke, Makuleke 2 referred to as Makahlule and Makuleke 3 which is called Mabiligwe. These three settlements constitute the Makuleke Tribal authority under their own chief, Sigakule.

The sustainable livelihoods of the Makulekes in the Pafuri Triangle revolved around the abundant natural resources of the floodplains between the two rivers. There was vast arable fertile land, where subsistence farming flourished. Hunting was also one of their main sources of food from the abundant wildlife, as well as from fishing in the two rivers. The Mlala tree, a tree indigenous to the Pafuri Triangle, bore mlala palms which were a source of indispensable highly nutritious fruits as well as a source of 'ucema wine'-the wine of choice in all traditional functions. This sustainable money-free livelihood was disrupted when the Makulekes were evicted from their ancestral land and resettled in their current location.

Figure 1 shows the Map of Nthlaveni 2 MU. The Map clearly shows the portion that was allocated to the Makuleke people, which is by far smaller (5001 hectares of land) than the land the land they owned in the Pafuri Triangle (24 000 hectares of land). The areas neighbouring the Makuleke section on the Map are occupied by evictees from other areas.

The Pafuri Triangle was incorporated into the Kruger National Park as well as the Madimbo Corridor for military purposes by the then Apartheid South African government.

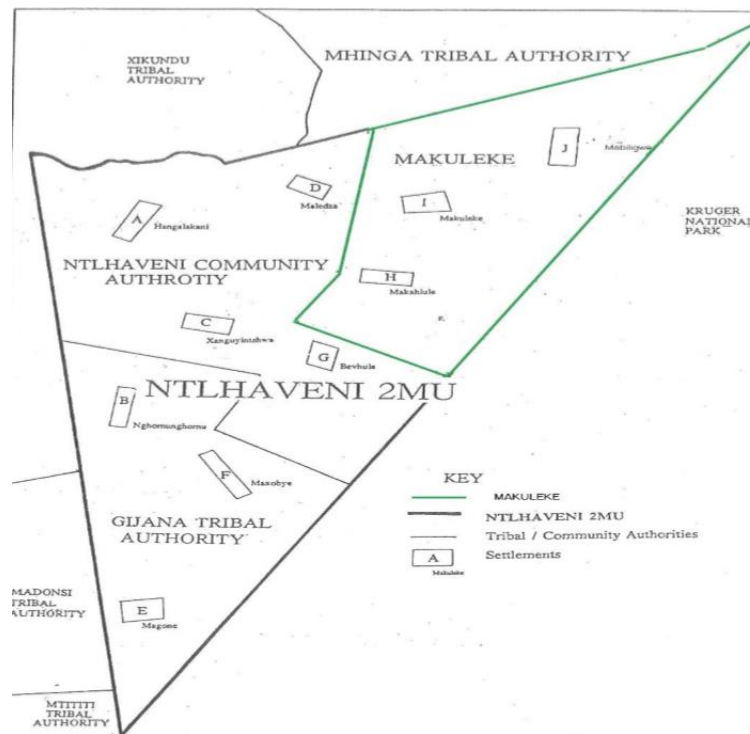


Figure 1: Ntlhaveni Map. (Source, Makuleke Master Plan, 2000)

(The Makuleke People were resettled, after their eviction, in an area under a Tribal Authority that was not their own, the Mhinga Tribal Authority. This seriously affected their sense of pride and identity)

Figure 2 is a map depicting the Pafuri Triangle, the former home of the Makuleke people before they were evicted. The Makuleke community were sharing a border with Mozambique and Zimbabwe as shown by the Map. The point of intersection of the borders for these three countries is called Crooks' Corner (see Figure 3), so named because of the illicit trade that used to take place, such as ivory trade. Poachers would avoid capture by running from one country to the other depending on who they were fleeing from. Crooks' Corner is also the confluence of the Livhuvhu and the Limpopo rivers. The abundance of fish in this area is beyond description.



Figure 2: The Pafuri Triangle Map. (Source, Makuleke CPA)



Figure 3: Crook's Corner. (Source, Researcher, 2020)

(Crooks Corner is the confluence of the Limpopo and the Livhuvhu rivers. It is also the area where the borders of South Africa, Zimbabwe and Mozambique intersect, (see figure 2). The Island north of the photo is 'no man's land'. This area used to be a refuge for criminals from any of the three countries-hence the name.

The South African government passed the Restitution of Land Rights Act in 1994 (Steenkamp & Urh, 2000). This legislation was one of the government's key instruments for addressing racially skewed patterns of land ownership generated over the last century of white rule (Steenkamp & Urh, 2000).

The Makuleke community lodged their land claim in October 1996. The land claim was finalised in April/May 1998. However, the Makuleke people chose to remain in Ntlhaveni and entered into a lease agreement with the Kruger National Park (SANParks)

The Makuleke community and the South African National Parks (SANparks) entered into a joint-management venture. The key objective of joint- management is to develop strategies to ensure the collaboration of park managers and local peoples (Rao & Giesler ,1990). This agreement provides for the return of ownership of the land to the community and the joint management thereof as part of the SANParks. It is the first agreement whereby the land rights of a community to land situated within a national park are restored and where the community has declared itself willing to let the land remain part of the national park on condition that joint management takes place. The agreement returns the entire Pafuri Triangle (The Makuleke Contractual Park) to the ownership of the Makuleke Communal Property Association (CPA) on condition that the land will be used for activities compatible with the protection of wildlife. As per the agreement, the land may not be used for settlement or any other primary activities such as farming and mining. However, the Makuleke people have full commercial rights to the area. This implies that they can enter into concessions with partners to build hotels and lodges in compliance with wildlife management policies of the Joint Management Board (JMB) that has been set up in terms of the agreement with the South African National Parks, (See Figure 4).

The JMB is constituted by three CPA members, members from the community side, as well as another three members from the SANparks side. The JMB is the governing body for the implementation of the agreement on a day-to-day basis. The JMB is also responsible for governing the way in which wildlife management will take place and, most crucially, to ensure that the agreement benefits the Makuleke community and help them to diversify their livelihood strategies. This is because the use of their natural capital, natural resources in the Makuleke Contractual Park is now regulated by agreement clauses and dictates. The community can now only benefit from the resources of the park in an indirect way.

The picture below, Figure 4, is extracted from the Makuleke Master Plan of 2000. It is a convenient summary of the provisions of the Co-management agreement. It clarifies very

important issues of the co-management agreement and draws the lines regarding pertinent issues around ownership of the Makuleke Contractual Park, what the owners of the area may and may not do inside the Contractual Park.

For example, The Makuleke CPA has the right to encumber, sell or alienate land in the Contractual Park although the SANParks also has pre-emptive rights and should be notified of such intentions. The San Parks also has first rights of refusal. The Makuleke people have unrestricted access to the Pafuri Triangle for recreational and cultural reasons subject to the policies of the JMB.

Most importantly, the Makuleke community, through the CPA and the JMB, can use the resources of the Park, such as sand, wildlife, to their benefit.

Right	Ownership	Restrictions
<i>Alienation</i>	Makuleke CPA can sell, alienate or encumber land	SANParks has pre-emptive rights; must be notified of intent to sell and has first right of refusal
<i>Access</i>	The Makuleke CPA and community members are entitled to access	Subject to JMB policy
<i>Permanent Residence</i>	Not applicable	Not allowed, unless consistent with conservation
<i>Agriculture</i>	Not applicable	Not allowed
<i>Land Use</i>	Makuleke CPA	Solely for conservation and associated commercial activities
<i>Use of Natural Resources</i>	Makuleke CPA may use sand, stone, etc. for building and other approved activities	JMB to set policy
<i>Building Rights</i>	Makuleke CPA can create commercial facilities (e.g. lodges); research facilities; museums; royal kraal	Must be consistent with conservation
<i>Infrastructure</i>	Makuleke CPA	SANParks can use as necessary to continue conservation management
<i>Subsurface Rights</i>	Government retains mineral resources; mining and prospecting is forbidden	If government policy changes, government must offer rights to the Makuleke CPA at a fair and reasonable price

Figure 4: Provisions of the Makuleke Agreement, (Source, Makuleke Master Plan, 2000)

The Pafuri Triangle, which in the agreement is called “The Makuleke region of the KNP”, is managed by a Joint Management Board (JMB), constituted by three members from each of the joint-management partners. The Joint-Management has been embellished by representatives from the concessionaires to form the Joint-Management Council (JMC), which is an important component of the agreement implementation. The parties have equal representation of three members each. The JMB is responsible for the day-to-day management of the region. Specific conservation activities are performed by the South African National Parks (SANParks) under the direction and control of the JMB, that is, SANParks

maintains its overall conservation responsibilities and acts as an agent of the JMB in matters which fall within the powers of the JMB (512(2)(b) of the National Parks Act). All decisions of the JMB on conservation activities are taken by consensus (525(8) of the agreement. (See Figure 4 above).

The implementation of the Makuleke Agreement lies within the JMB. The operational structure of the Makuleke is summarized in the diagram below, Figure 5, which is extracted from Turner (2006).

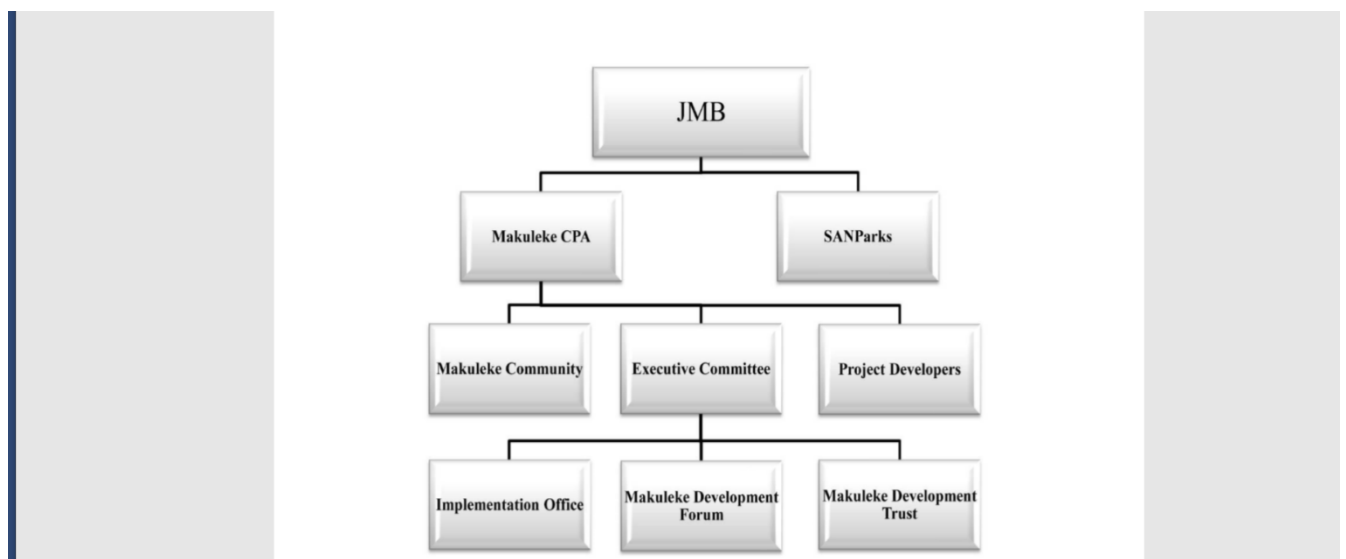


Figure 5: The Makuleke Agreement Joint-Management Structure. (Source, Turner, 2006)

The commercial activities in the region are the responsibility of the community (512(2)(b) of the National Parks Act). This means that all activities of an income generating nature will not only be to the benefit of the community, but the community will also make the decisions related to such an activity. A decision by the community on a commercial matter is deemed to be the decision of the JMB at the first meeting after the Community Property Association (CPA) had taken the decision. Some of the main areas where the JMB will be responsible for decision-making are the following:

- ❖ Construction works, roads, bridges, buildings, and dams.
- ❖ Security of visitors, animals and plants
- ❖ Accommodation for visitors and related facilities
- ❖ Meals and refreshments for visitors
- ❖ Business and trade with the visitors
- ❖ Supply of other services for the convenience of visitors

- ❖ The use of natural resources; that is. hunting, collection of plants and firewood

The community has the final decision-making authority on any of the above-mentioned aspects which may be of commercial value, while JMB will be the decision-making authority on matters pertaining to conservation. JMB may also, employ its own staff as required by the master plan. This agreement closes a chapter in the history of conservation in South Africa that saw no role for participation by indigenous communities in the management of sensitive environments. This innovative ecotourism agreement is expected to benefit 2570 households. The community will be equal partners with SANParks. In addition, the community can terminate the agreement, if fundamentally unhappy with it, after 25 years, with 5 a year's notice.

Studies around how the implementation of the Makuleke Concession is contributing towards the sustainable livelihoods of the community have not yet been conducted. This study aims to fill this void and assist in identifying the achievements and bottlenecks that might be there hindering the realisation of the promised rewards from the concession. This study also seeks to come up with recommendations that will assist towards achieving the desired rewards that will immensely contribute towards poverty alleviation and the general development of the Makuleke community.

1.2 Motivation of the study

The birth of the Makuleke Contractual Park was an historic event that was hailed by commentators as a great success that closed a chapter in the history of evictions for conservation and a just solution that will heal the wounds of the Makuleke community from the suffering that they endured, having been displaced from an area on which their sustainable livelihood strategies were adapted for ages. When the Makuleke community agreed not to move back to their land and, instead, chose to enter a lease agreement with the Department of Environmental Affairs and Tourism (DEAT) and the South African National Parks (SANParks), the question on everyone's mind was whether this contract would be a Win-Win venture for all partners in the agreement. Research on the impact of the Pafuri Triangle on the sustainable livelihoods of the Makuleke community has not been previously undertaken.

Despite the noble aims of Community Based Natural Resource Management Projects (CBNRMP) and Integrated Conservation and Development Projects (ICDPs) such as the Makuleke Contractual Park, there have been numerous criticisms regarding the realization of their developmental goals. These include claims that ICDP's lead to commodification of

biodiversity and nature, and the fact that they pressurise communities to abandon their traditional economic activities and become low-wage labourers. Finally, it is claimed that they reduce residents' access to natural resources resulting in social disruption (Berkes 2004, Ribot et al. 2006).

Other studies have documented how residents failed to benefit from ICDPs and ICDPs (King and Peralvo, 2010)

The researcher's motivation was to evaluate the gains that might have accrued and challenges that might have been encountered during the implementation of this agreement from inception to date. The researcher was interested in assessing the impact of the Pafuri Concession on the sustainable livelihoods of the Makuleke community, as described and interpreted by the people themselves. A study of this nature has not been undertaken anywhere else, at least in South Africa. This study is a 'first' in south and southern Africa.

1.3 Statement of the Research Problem

The researcher, having traversed the lengths and breadths of most of the Limpopo Province's biodiversity management precincts, through Eco-Clubs activities, has observed that - despite the co-management venture between the Makuleke community and the Makuleke Contractual Park- there is little that separates the residents of the area from other communities that are not enjoying a similar dispensation with a commercial entity such as the SANParks. Poverty and unemployment persist for many residents in the community, even though it has been almost 20 years since the implementation of the Makuleke Concession. The researcher has already stated that he had made numerous excursions to the Makuleke community out of interest generated through Eco-Clubs activities, to observe how people in and around National Parks benefit from biodiversity conservation, as endorsed by the new paradigm of ensuring that conservation and development of communities are intertwined.

Many of the world's most impoverished nations have some of the highest levels of biodiversity (Brandon et al. 1998). The problem is the prevalence of poverty in communities surrounding affluent biodiversity and natural resources management areas such as the Makuleke Contractual Park. About 15% of land in Southern Africa is occupied by protected areas (UNEP). Most of these protected areas exist in regions with high poverty rates. This anomaly is prevalent amongst the Makuleke community even though they have entered into a superficially lucrative lease agreement with the SANParks.

1.4 Area of the Study

1.4.1 Demographical and Geographic description of the study area

The population of the study is a universe of inquiry, a large group from which a sample is drawn. Bless and Higson-Smith, (1995) define the population of the study as the target population, a set of elements that a researcher focuses on and to which the results obtained should be generalised. The unit of analysis for this study is the Makuleke community. The Makuleke Community lives about 60 kilometres away from The Pafuri Triangle at a place called Nthlaveni. This is where the Apartheid Regime of South Arica placed them after their eviction from The Pafuri Triangle. This is also where the community chose to remain after they were granted their land back by the post-apartheid South African Land Claims Court.

The total population of the Makuleke community is around 10 000. The community has around 5000 residents who are referred to as "List A" residents. List A residents are those who lived in the Pafuri Triangle before their eviction in 1969. List B residents are those who never lived in the Pafuri Triangle but are presently part of the Makuleke community. List B residents also numbers around 5000, although some of them have moved to the nearby Mhinga village. For the purposes of this study, the researcher's Population was the List A residents as they are the ones who experienced the agony of loss of a place they called home, loss of livelihoods and cultural systems, as well as traditions they were accustomed and attached to. The List A residents are the people who deserve compensation, to make up for losses incurred because of the 1969 forced removals. The new Makuleke area neighbours two tribal authorities; namely, the Xikundu and the Mhinga tribal authority, as well as Nthlaveni 2PMU.

The Makuleke Tribal authority comprises of three settlements; namely, Makuleke 1, which is called Makuleke, Makuleke 2, which is referred to as Makahlule, and Makuleke 3, which is called Mabiligwe. These three settlements constitute the Makuleke Tribal authority under their own chief, Sigakule.

The sustainable livelihoods of the Makulekes in the Pafuri Triangle revolved around the abundant natural resources of the floodplains between the two rivers. There were vast arable fertile lands where subsistence farming flourished. Hunting was also one of their main sources of food from the abundant wildlife as well as from fishing in the two rivers, Livhuvhu and Limpopo.

Currently, both sets of the Makuleke community, List A and List B, live in Nthlaveni Village, around 60 km from The Pafuri Triangle. The community's connection to their park is through the Communal Property Association (CPA). It is through the CPA that the community acquire, hold, and manage property communally (Communal Property Association Act, 1996).

The Makuleke community are a typical rural community who are proud of their culture and heritage. Their lifestyle is typical of any rural settlement in South Africa. In addition to rural urban migration and other types of employment, their livelihoods centre on the use and exploitation of natural resources- hunting, livestock farming, predominantly subsistent crop farming, firewood harvesting, and other related primary activities.

1.4.2 Climatic description of the study area

The climatic conditions of the Makuleke Contractual Park are typical of a tropical premontane arid thorn woodland (Deacon, 2007).

This type of climate is characterized by hot and humid summers while the winters are dry and mild. The soils are largely deep and dense alluvial which are very suitable for rich plant growth, despite the general low average annual rainfall typical of all Lowveld regions. The vegetation of the area is predominantly riverine riparian floodplain forests as well as floodplain grasslands. These climatic conditions are responsible for the wide variety of wildlife habitats peculiar to this place. The variety of vegetation in this area makes it a birder's paradise. This is because the area has the largest variety of birds' species in the entire Kruger National Park as well as the entire country (Makuleke Development Framework, 2016). Another reason for the abundance of both birds and wildlife is the ubiquitous water supply from the Livhuvhu and Great Limpopo rivers, in addition to the ample water supply from water pans. This perennial abundance of water in the area has resulted in the area being declared a Ramsar Site (an internationally acclaimed Wetland Area) in 2007. The climatic conditions, as described are the reasons behind the Makuleke Contractual Park being a paradise for biodiversity conservation as well as a destination for the world's birding fraternity.

However, these climatic conditions are a far cry from the conditions in Makuleke village, where the community were relocated to. This is because the village does not enjoy a natural abundant supply of water, as in the park and hence experiences typical savanna grassland climate of very dry winters and extremely hot summers.

1.5 Aim of the Study

The aim of the study was to evaluate the impact of the implementation of the Makuleke Contractual Park agreement on the sustainable livelihoods of the Makuleke community and how the JMB and the CPA are going about enhancing the sustainable livelihoods of ordinary residents through capacity building and development.

1.5.1 Objectives of the Study

The objectives of the study were,

- To establish how the Makuleke concession has been implemented to date.
- To identify the opportunities created by the Makuleke concession towards poverty alleviation.
- To assess the ways and means through which the Makuleke community is being empowered to fully take advantage of the opportunities presented by the concession.
- To identify the bottlenecks that are encountered in the implementation of the agreement and, if any, to come up with recommendations and strategies to navigate around these challenges.

1.5.2 Research Questions

The leading questions for this study were,

1. How has the Makuleke concession been implemented from inception to date?
2. What are the opportunities created by the Makuleke concession towards poverty alleviation?
3. How are the people of Makuleke empowered to fully take advantage of opportunities offered by the concession?
4. What are the challenges encountered towards the implementation of the concession?

1.5.3 Significance of the Study

This study has both theoretical and practical significance. Firstly, the study undertakes to explore how the sustainable livelihoods of a community whose land rights were restored inside a protected area through the lens of the Human Development Theory, a first of its kind in Limpopo and the country in general. This is a glaring gap that needs to be filled by a study such as this one.

The Makuleke Concession is the first of its kind where land inside a protected area was returned to its rightful indigenous owners. Existing studies have not addressed the impact of biodiversity and natural resource management areas on the sustainable livelihoods of

communities whose land rights were restored inside such protected areas. The Pafuri triangle is no exception. Secondly, the study has practical significance because the findings thereof will go a long way in helping to come up with recommendations that will assist in the realization of the perceived rewards arising from the implementation of the concession and the alleviation of poverty in the Makuleke community and the country in general. Added to the uniqueness of this study is the fact that its approach is Afrocentric as opposed to the conventional Eurocentric, studies that have been conducted in the past. The study was conducted by an African researcher on issues that impact on African people. This study set out to fill this gap as exogenous research conducted in the past on local communities usually came out with tainted rather than objective findings. The findings of this study will contribute to the identification of bottlenecks and opportunities that exist towards protected area management and the enhancement of sustainable rural livelihoods for communities such as the Makuleke, who have won back ancestral land inside national parks. Finally, the study might also be a useful tool towards policy making and review around biodiversity management and development issues for the benefit of communities in CBNRM's and ICDP's.

1.6. Definition of concepts

The Pafuri Triangle: the northern most section of the Kruger National Park.

Contractual Park: Contractual Park in South Africa are parks that have been established on land owned either by the State or a group of private individuals. They are managed by the National conservation Authority (SANParks) according to the terms of a Joint Management Agreement drawn up by a Joint Management Committee (JMC).

Land restitution: a legal process of giving back land to its rightful owners to provide for the restitution of rights in land to persons or communities dispossessed of such rights after 19 June 1913 as a result of past racially discriminatory laws or practices. This is based on the Restitution of Land Rights Act 22 of 1994 in the South African Constitution.

Joint Management Board: The board that manages the day-to-day affairs of the Makuleke Region of the KNP comprised of six members from the SANparks and six members from the Makuleke community.

Commercial activities: Activities of an income-generating nature. Activities, the end result of which is the production of a good or supply of a service which will be sold in a relevant market

in quantities and at prices determined by the enterprise and are undertaken with an orientation towards profit-making.

Indigenous communities/ local communities: originating in and characteristic of a region living naturally in a region. They are a distinct social and cultural group that share collective ancestral ties to the land and natural resources where they live(d) in pre-colonial and pre-invasion times.

Protected area: A clearly defined geographical space, recognized, dedicated, and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values (Dudley, 2008)

Category 11 Protected area: The IUCN classifies protected areas into six categories. A category II classification denotes a large natural or near natural areas set aside to protect large-scale ecological processes, along with a complement of species and ecosystem characteristics of the area, which also provide: a foundation for environmentally and culturally compatible spiritual, scientific, educational, recreational and visitor opportunities (Dudley, 2008)

Livelihood, Livelihood Strategy: the capabilities, assets, assets, and activities required for a means of living (Chambers and Conway, 1998)

Sustainable Livelihoods: a livelihood comprises the capabilities, assets and activities required for a means of living, a livelihood is sustainable if it can cope with and recover from stress and shocks, maintain, or enhance its capabilities and assets, and provide sustainable livelihood opportunities for the next generation; and which contributes net benefits to other livelihoods at the local and global levels and in the short and the long term.

Exclusionary conservation: conservation that does not recognize indigenous communities' participation and benefits from conservation.

Inclusionary conservation: conservation that involves indigenous communities in all its activities.

Community Based Natural Resource Management (CBNRM's): biodiversity conservation policy that give local communities control over their natural resources and allow them often exclusive rights to exploit them for profit.

Integrated Conservation and Development Projects (ICDP's): is a sub-set of CBNRM's.

Biodiversity Conservation: conservation of the variability among living organisms from all sources, including, inter alia, terrestrial, marine, and other aquatic ecosystems and the ecological complexes of which they are part, includes diversity within species, between species and of ecosystems.

1.7 Structure of the Thesis

The thesis is organised into six chapters that are followed by a list of references and appendices.

Chapter 1 (this chapter) introduces the study and the background thereof.

Chapter 2 presents the literature perused on evictions for conservation, its impacts on the livelihoods of households, as well as on the new paradigm of biodiversity management as another tool for alleviating poverty and improving people's livelihoods.

Chapter 3 introduces the research design that was employed for the purposes of this study as well as how it was utilized in the study.

Chapter 4 presents the findings of the study.

Chapter 5 expands on the previous chapter by discussing the findings of the study based on the aims and objectives of the study as well as the research questions.

Chapter 6 presents the recommendations and conclusion of the study.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

This chapter presents the literature perused for the purposes of this study. This was embarked upon to sharpen the researcher's theoretical understanding of the research problem and to acquaint the researcher with the latest developments in evictions for conservation at both international and continental levels as well as in Southern Africa. The Literature consulted includes a historical global overview of evictions for conservation and the resultant sustainable livelihood impacts consequent to such evictions. The literature also dwells on the sustainable livelihoods approach to development, which is the theoretical basis for this study. Finally, literature on the 'New Paradigm' on local and indigenous communities and protected areas, is presented for benchmarking the status quo at Makuleke with the standards that are set by the new paradigm. The Australian co-management agreement between Parks Australia and the indigenous Aborigines community is also briefly discussed as it is an almost similar experience with that of the Makuleke community.

2.2 Evictions for Conservation preview

The top-down coercive approach to protected area management has created socio-cultural disruption and led to management decisions that have threatened the livelihoods and cultural heritage of local and indigenous communities. Studies have revealed how local people have had little influence on relocation processes, and hardly had any say on the limitation of access and use of resources (Colchester, 2004). The preservation of natural ecosystems as well as the 'northern vision' of an untouched natural wilderness have permeated global policies and

politics for decades. Recent conservation policies and the creation of protected areas in developing countries have often given rise to considerable conflict between governments, development institutions, and local populations, and have led to expulsion or marginalization of the populations living in these territories. These policies have generally ignored the fact that local communities have depended on these environments for decades and have sustainably interacted with these environments for ages. In many of these developing countries, official policies and laws governing wildlife and the conservation of biodiversity have had adverse social consequences on local communities and indigenous peoples (Colchester, 2004).

Restrictions put in place by current conservation methods have deprived local communities and indigenous people opportunities necessary for their livelihoods, survival and development (Berkes et al, 2003). In the wake of the creation of protected areas, local and indigenous peoples have been subjected to eviction, often with grave consequences to their identity and future development. Evictions also create socio-cultural stress, a considerable loss to their cultural heritage due to loss of their behavioral models, economic activities, their institutions and symbols. Studies have highlighted how living conditions for displaced communities have worsened as a direct result of their dislocation. This is usually caused by the fact that communities are usually relocated to inadequate areas that are often entirely small for them. (Gadgil et al, 1993). Rural communities in developing countries have always largely depended on natural resources for their day to day living and sustainable livelihoods. This dependence continues to date (Gibson et al, 2000). The conservation of natural resources is thus closely linked to the sustainable development of native populations in developing countries and conservation of their way of life. The conservation of natural resources has, therefore, profound, and direct amplifications on local and indigenous populations and greatly affects their development possibilities and living conditions (Heltberg, 2001). This only goes to show that the conservation of natural resources is not only important for aesthetic, ecology, or leisure activities, but also includes the dimension of equality and social justice.

Evictions for conservation have affected many indigenous peoples throughout the globe. These evictions have, inter alia, compromised two processes: namely, the forced removal of people from their homes as well as economic displacement from areas in pursuit of the community's livelihoods (Horowitz, 1998). Such conservation displacement has always been accompanied by fierce opposition by indigenous tribes and peoples, due to the resultant loss of livelihoods and dwellings, symbolic obliteration from their landscape, its history, memory, and representation. Others were motivated to rebel because of their loss of power and control over their environments, as well as the interference of conservation regulations into their lives in ways over which they had little control (Novellino, 2003).

Protests and rebellions against conservation displacement were also motivated by the imposition of different value systems into indigenous peoples as well as the commodification of wildlife and nature into commodities that tourists can buy, but which local community members cannot afford (Macdonald, 2005). These protests have been very vocal, especially in areas where people were dependent on natural resources for their livelihoods and stood to face impoverishment because of loss of their environments. These negative consequences of eviction for conservation are only a part of the many social, economic and political ills faced by disempowered indigenous peoples and local communities displaced in the name of conservation.

Studies conducted on the impact of evictions for conservation have found the following risks faced by afflicted victims of evictions for conservation: landlessness, joblessness, homelessness, marginalization, food insecurity, increased morbidity, loss of access to common property resources, and social disarticulation (Schmidt-Soltau, 2003)

2.3 A Global overview of Evictions for Conservation

Evictions for conservation started as early as the 18th Century, when Yellowstone, the World's first ever National Park, was declared in the United States of America in March 1872 (Nabokov and Leondorf, 2004). The Yellowstone National Park was established on land belonging to Native American Indians who had lived in harmony with their environment for years. The rationale behind the establishment of Yellowstone was to preserve a large expanse of land in its pristine beauty and wilderness, where the world could see for ages to come, the native Indian in his classic attire, galloping horse amid fleeting herds of elks and buffaloes (Spence, 1999). The presence of Native Americans in the early years of the Yellowstone National Park was a necessary addition to the splendor of the park. However, this view of Native Americans as part of the park soon changed after the establishment of the second US National Park, Yosemite. The success of Yellowstone National Park in attracting business through tourism, railroad construction as well as the view that the parks can be a good commodity towards the fostering of the values of national unity. Yosemite National Park was added to the fold with the motivation of John Muir, the founding father of National Parks in the United States. Author and philosopher, Henry David Thoreau, whose writings were very influential in the creation of the US National Parks System, wrote of Native Americans as subhuman and akin to rocks and animals. John Muir, purported to like Native Americans but also found them dirty, especially those around Yosemite National Park (Spence, 1999). Soon after the declaration of Yosemite as a National Park in 1890, the US government sent the US Army to protect the parks. The expansion of the parks and the resultant attraction of big business as well as railroad

construction to these pristine natural wilderness areas encroached into more Native American territories and sparked resistance from the indigenous community; hence the deployment of the United States army to protect the parks.

In the pursuit of more land for business and profits, the American National Parks System did not tolerate the prevalence of Native Americans inside and around the parks any longer. Their rights and access to land and natural resources were restricted. They were restricted to certain areas and later evicted altogether. The Native Americans' presence was considered a threat to the wellbeing of the wilderness for the white people who lived inside or visited the parks. They were also viewed as a threat to development and developers. The Native Americans were banished to reservations, far away from their indigenous environments.

The eviction and banishment of Native Americans from their indigenous territories cannot be viewed in isolation from the Indian Removal Act of 1830, passed during the tenure of President Andrew Jackson, Darrenkamp, A.(n.d.). This Act gave the US Government the power to forcefully remove Native Indians from eastern lands to lands west of the Mississippi River. Though the resultant court battles favored the Native Americans, the Government continued with the evictions with impunity. The most affected of these Native American tribes were the Cherokee. These inhuman evictions are well-remembered as the Trail of Tears (Darrenkamp, A.(n.d.))

The Manifest Destiny is another ideology that went a long way in assisting the US Government in evicting the Native American Indians from their natural environments. Believers in Manifest Destiny maintained that it was the duty of white men to expand the nation from the Atlantic Ocean to the Pacific Ocean. Believers also saw themselves as a superior race, with the responsibility to save or exterminate inferior races. By viewing the Native American as lesser beings, deceiving, and stealing from them was legitimate in the 18th and 19th Century. The US Government went as far as justifying their injustice to the Native Americans by an Old International Law which claimed that when Christian European nations 'discovered' new lands, the discovering nation automatically gained sovereign and property rights in the lands of non-Christian and non-European peoples (Garrison, 2007)

The white explorers who 'discovered' Yellowstone and Yosemite National Parks ignored all the evidence of indigenous peoples' prior habitation as they wanted to market them as pristine and untouched natural environments. The indigenous uses of the land as a source of sustainable livelihoods by the Native Americans posed a threat to the ecosystems of the parks' setting and appeal. It was for this reason that hunting, gathering and purposeful fires were

outlawed. The Native Americans were left with no option but to give up their culture, assimilate or relocate to the reserves (Fleck, 1985).

The few Native Americans who were left inside and around the two National Parks were confined on the periphery of the parks. There, they were welcome as cheap labor or décor and could sustain their livelihoods off their participation in the tourism industry. Their culture was used as a source of entertainment. Their survival depended on the exploitation of their traditions (Burnam, 2000). Those that opted for relocation to the reserves were taught 'civilized' occupations and pursuits (Spence, 1999). They were assimilated into modern American society and forced into the adoption of an agricultural lifestyle which was thought to be to their advantage. They were not allowed to practice their traditional methods of subsistence as well as tribal cultures on the reserves. Because of forced acculturation, the reserves became areas of destitution, malnutrition, and starvation. The Native Americans developed dependency on government supplies that were neither sufficient nor nutritional. Some were tempted to poach in the parks for food but were most often than not, caught and punished. The result has been the severe destruction and near disappearance of the cultures of Native American peoples (Nabokov and Leondorf, 2004)

Not much, to date, has been done to undo the damage done to Native Americans' culture and sustainable livelihoods. However, some tribes do receive monetary grants from the Government as compensation to the injustices experienced by their ancestors. There are also attempts to improve the education of Native Americans as well as for the American white society, so that ethnographic archives can be improved to tell the past as it was. Ignorance of what the truth is, is bliss. However, the truth deserves to be known. This will go a long way in healing the wounded hearts of the Shoshone of Yellowstone, Awahneechee of Yosemite, and the Blackfeet of Glacier National Parks. The displacement of Native Americans from their rightful lands in the USA has had dramatic and lasting effects on a global scale (Spence, 1999). The USA model became a worldwide model of eviction for conservation as shall be evidenced by the subsequent literature review of evictions for conservation in Africa.

Following the model of evictions for conservation used by the United States, other European countries joined the fray: Canada (Wood Buffalo National Park), Sweden (The Lapponian Area), Australia (Kakadu National Park) as well as Kytalyk Resource Reserve in the Russian Federation (Beltran and Phillips, IUCN, 2000).

Indigenous and traditional peoples in Asia and Eastern Europe were not spared the wrath of evictions for conservation, as epitomized by cases in Doi Inthanon National Park, Thailand,

as well as Xishuangbanna Nature reserve in China respectively (Beltran and Phillips, IUCN, 2000).

2.4 Evictions for Conservation in Asia

The evictions for conservation model from the USA diffused to all corners of the globe, communities in Asia were not spared the experience, as epitomized by the displacement of the Baiga indigenous peoples from Kanha National Park in India.

The Baiga are an indigenous tribe who live in central India. The Baiga have been engaged in running battles with the Indian forest officers since 1968 to date. Indian forest officers have been brutally forcing the Baiga communities to move out of Kanha National Park, which the authorities have declared a Tiger Conservation Reserve. Indian officers have used brutal force to effect these evictions. The latest running battles between the Baiga and Indian forest officials occurred in 2014 (Conservation Watch: news round-up, 2018). Similar evictions in the name of conservation have happened in the Sariska Tiger Reserve, India. The Sariska Tiger Reserve was declared a protected area by the Government in 1978. Just like its predecessors worldwide, the reserve was an area that was inhabited by indigenous Indian communities who had to be moved elsewhere. The reserve is found in the Alwar district of the state of Rajasthan, in the Thanagazi block zone. Before independence, the reserve was part of the Alwar State and was considered a hunting area for the local Maharaja. After independence in 1955, the area was registered as State reserve, which ultimately became the Sariska Tiger Reserve in 1978. Approximately 3000 villagers reside inside and at the periphery of this reserve. The relationship between the tribal community inside and around the reserve and the conservation officials is that of tension and suspicion. The Indian society is a class society. The local tribal communities are called 'bhiladas' by the 'bazarias' (city dwellers). Conservation officials come from the city. The city dwellers view the tribals as inferior beings who can be treated in any way the city dwellers want. Furthermore, the tribal people are considered subordinate to conservation officials. They are considered backward and underdeveloped as well as that they belong to the lowest rung on the social ladder. This does not augur well for a good relationship between the two parties and hence the bad rapport between them.

The tumultuous relationship between the 'bhiladas' and the 'bazarias' is largely caused by the reduction in the traditional use and access rights to resources, displacement of local communities as well as the lack of basic social services in the villages.

2.5 Evictions for conservation in Africa and Southern Africa

Africa has also had its fair share of evictions for conservation, modelled around Yellowstone and Yosemite National Parks in the USA. The most famous evictions occurred in Kenya, Tanzania, Botswana, and South Africa. All these evictions were characterized by socio-economic disruptions, loss of identity and subsequent loss of pride.

2.5.1 Evictions for Conservation in Kenya

The Maasai and Ogiek Indigenous communities of Kenya were forcefully evicted from their ancestral land by their own government in the name of conservation in the year 1908. They were resettled in an area plagued by drought, disease, and tsetse flies. As a direct result of their displacement, hundreds of their children as well as their livestock were exterminated. The land from where these tribes were evicted was given to British colonial administration in what initially was supposed to be a 100-year contract. This contract was supposed to have ended in the year 2004. The Kenyan government refused to hand back the land in 2004 and justified this by alleging that the contract was not for a 100 year but for 1000 of years, instead (Tidwell, A. 2010)

The plight of the Maasai and the Ogiek is reminiscent of the plight of many indigenous peoples all over the globe. Their plight is also tied to deeper issues of identity, respect, and self-determination as well as government corruption. Land dispossessions for indigenous communities in Kenya worsened after the country gained Independence in 1963. This was exacerbated by the fact that indigenous communities usually use this land for subsistence traditional activities. Their land is, therefore, a prime target by outsiders as preserves of valuable natural resources and wildlife. After Kenya became one of the most preferred destinations by overseas tourists, millions more of acres of Maasai land was carved out by the Kenyan government for environmental and wildlife conservation ventures.

The indigenous people of Kenya are struggling to survive and maintain their lifestyles and traditions because of diminishing landholdings. The Kenyan government considers indigenous people who oppose evictions for conservation as opponents who deserved to be severely dealt with because they are a threat to the regime. The Kenyan government also does not recognize native title – original indigenous ownership of the land. Land claims lodged by afflicted indigenous communities are officially obstructed or are ever pending or dismissed because of technicalities (Tidwell, 2010)

In August 2009, the Kenyan government issued a final eviction order for all forest dwellers in the Mau Forests under the auspices of environmental protection. The Ogiek tribe was again

the afflicted community. The government of Kenya is not a signatory to the United Nations (UN), Declaration on the Rights of Indigenous Peoples)

The Maasai and the Ogiek indigenous communities are not the only tribes that were victims of evictions for conservation in Kenya. The Endorois tribe, found around Lake Bogoria, Kenya's Rift Valley province, also fell victim to the government's insatiable appetite for land for conservation. In 1974, The Endorois were forcefully evicted from their ancestral land and declared the area a wildlife reserve. More than 400 families were internally displaced by this coercive eviction. The next wave of evictions was done in 1983 where the Endorois' houses and property were burned and destroyed under the supervision of the Provincial administration (Juma,L. 2013)

The Endorois tribe went as far as the Kenyan High Court in 2002 to have their eviction declared unlawful and overturned but were unsuccessful. The Endorois community did not give up the case. With the help of international NGO's such as London-based, Minority Rights Group, and the Centre for Minority Rights Development, the community took the case to the African Commission on Human and People's Rights in 2003. Their claim was that their removal from traditional land violated, not only their property rights, but that their spiritual, cultural and their economic ties to the land were severed. The community therefore sought restitution for their land or appropriate compensation. The government lost the case. The Kenyan government opted to compensate the community but their 30 American dollar compensation fee for everyone was judged to be insufficient by the Commission. The Commission then recommended to the Kenyan government to recognize the rights of the Endorois community, ensure restitution of their land, remove all restrictions of access to Lake Bogoria and surrounding sites for religious and cultural purposes, pay adequate compensation and pay royalties for existing commercial activities. The Commission also recommended that the government report to them in three months on the implementation of the recommendations.

Commentators have remarked on how the Kenyan government is dragging their feet on fully implementing the Commission's recommendations.

Recent cases of evictions for conservation in Kenya occurred on the 2nd of April 2017. Kenyan Forest Service officials forcefully evicted the Sengwer forest dwelling indigenous community from the Embobout forest. The evictions were escalated on Christmas day 2017, when shots were fired. More than 20 huts were burnt, and their livestock was slaughtered. The Sengwer were given an ultimatum to vacate the Embobout forest by January 2018 to which they did not

comply. On January 16, a Sengwer herdsman was shot dead while tending to his cattle. Another was critically injured. These evictions were motivated by a \$38.5 million grant by the European Union for the construction of a water tower which was meant to assist with poverty alleviation through enhancing the productivity of ecosystem services provided by Kenya's five high elevation forests-where two of Kenya's major rivers originate. (Earth Island Journal. 22 March. 2018)

Due to the mayhem created by these evictions, the EU have since withdrawn their \$38.5 million grant. (Conservation Watch, 07/04/2017)

The Sengwer community number around 33000 and live in the Embobout forests. The Embobout forests boast seven rivers, which include Kenya's longest river. Water conservation is crucial in any community but does not justify the eviction of 33000 people.

2.5.2 Evictions for conservation in Tanzania: The Case of Mkomazi Game Reserve

Since independence in 1961, the government of Tanzania has viewed its parks and protected areas as an important source of international exchange to support its economic development. Over 25 percent of Tanzania's land surface (Leader-Williams et al, 1996) and a growing proportion of its ocean waters have been set aside as for natural resource conservation. The tourism industry in Tanzania contributes around 14 percent to the country's Gross Domestic Product (GDP), making it the second largest earner of foreign exchange in the country (Barrow et al. 2000). Protected areas also bring in substantial financial support from international conservation and development agencies; over the years the World Bank has provided the country with over \$130 million in loans and approximately \$27 million in Global Environment Facility grants to support natural resource and protected area management (World Bank 2006).

Although crucial to the country's economic development, the establishment of protected areas in Tanzania has also resulted in rural hardships through displacement of local indigenous communities and loss of access to resources, leading to conflict between rural people and protected area managers.

The case of the Maasai in northern Tanzania is a good example of how local communities' rights continue to be infringed upon by the government of Tanzania. The Ngorongoro Conservation area used to be treasured lowland pastures for the Maasai. It was watered only

by natural rainfall, and it was full of nutritious and tick free grasses that kept their cows fat and healthy. It used to be “Maasai heaven”, as Nesian, a Maasai pastoralist, put it. Today, “Ngorongoro Conservation area no longer belongs to the Maasai, it belongs to the wazungu (white people)” as the locals see things. The area is supported by international organizations such as the International Union for the Conservation of Nature (IUCN), the Frankfurt Zoological Society (FZS), and the United Nations Educational, Scientific, and Cultural Organization (UNESCO). As such, Ngorongoro no longer belongs to the Maasai; it belongs to the state, and to the world. The Maasai have, in fact, become strangers in their own land (Goldman, 2011). Added to the woes of losing their land, the Maasai are also excluded from decisions regarding its use and management, although these impact on their livelihoods. The Tanzanian government continues to trample on the human rights of its indigenous peoples through evictions and destruction of property as well as through the exclusion of the Maasai as knowledgeable participants in decision-making processes in land that belongs to them, on which their livelihoods depend, and on which they sometimes continue to reside.

A similar example of how indigenous peoples’ rights are infringed upon in Tanzania is the case of Manyara ranch, which was a state-run ranch which was later privatized in the early 1990’s. The Manyara ranch was subsequently effectively controlled by the African Wildlife Foundation (AWF) at the expense of its rightful owners, the ‘Esilalei’ and the ‘Oltukai’ tribes. The AWF lobbied the Tanzanian state to sell them Manyara Ranch in 2000, under the auspices of a newly formed Tanzanian Land Conservation Trust. A 99-year lease was entered into with funding from the United States Agency for International Development (USAID), (Sachedina, 2008). This Tanzanian Land Conservation Trust is run by a board. This board has only one member representing the indigenous peoples, representing both the Esilalei and Oltukai villagers. However, this representative does not understand both the English and Swahili languages- the languages used at board meetings. To date, the villagers from both villages are restricted to use Manyara ranch for grazing their livestock in the ranch but the Maasai have not stopped grazing their herds there, as one elder put it;

Since long time ago. Since we were warriors. We were bothered by Wazungu (whites), and by government. We were thrown in jail, had our cattle confiscated, but we would beg to be forgiven and we would return. They don’t permit us even now. But we steal (pasture)

From the preceding quote, it is evident that it is not as easy to stop people from following age-old traditions of earning a livelihood. (Goldman, 2011.p 70)

By the year 2003, when villagers were questioned openly regarding what they thought of Manyara Ranch, nearly all of them commented in one way or another that Manyara Ranch no longer belonged to them, it had been ‘taken’, as expressed in the following responses:

“It is not ours. It was taken long ago. They say it is ours, but it is not, it has not yet become ours.”

“I see that Manyara has been taken from us and I do not have faith it will be ours again.”

“It is just Manyara, we hear it is just a conservation area for wildlife.”

“I see that Manyara Ranch was given out to Esilalei and Oltukai, I see that we were supposed to get grazing for cattle and wildlife, but I don’t believe that this is true.”

“I see that it has no purpose. They said that it was ours, but now we get fined for entering and grazing on the grass”. (Goldman, 2011. p.71)

Evictions for conservation in Tanzania have also been experienced in the Mkomazi Game Reserve with similar impacts and consequences on the livelihoods of local communities, especially pastoralists. This ultimately led to the establishment of the 1990 Presidential Commission of Inquiry into Land Matters. The Chairman of this commission reported that:

The Land Commission received overwhelming evidence showing large-scale encroachment of customary individual land and village lands by parastatals, District Development Corporations (and) state organs such as the army, prisons, national service, parks, and Reserves. The story is varied; details are different, but the theme is the same. Village and rural folks holding land under customary tenure have no security. Their lands are under constant threat of alienation by state organs ostensibly for ‘national projects’ or in the ‘public interest’ but very often in favor of high and middle echelons of the bureaucracy or well connected ‘outsiders’ (Shivji, 1995)

Land loss in Tanzania is a pressing issue for all the rural indigenous people. Much of the attention on the cases of land loss has focused on the fact, the injustice, or the illegality of the dispossession and on the politics of disputes involved rather than the effects, the impact, of the sudden land alienation on the households evicted (McCabe et al, 1999).

2.5.3 Evictions for Conservation in Southern Africa

Southern and South African local and indigenous peoples have had their fair share of eviction for conservation experiences. The injustices experienced by the Bushmen, also known as the

San people, of Botswana is worth talking about. The Bushmen are a heterogeneous group of people who have predominantly lived in Botswana, Namibia, Zimbabwe, Mozambique, South Africa, Angola, Lesotho, as well as Swaziland (Morinville and Rodina, 2011). The Bushmen are a hunter-gatherer community believed to be the oldest indigenous community in the whole world- having lived in Southern Africa for tens of thousands of years (Sarkin & Cook, 2011). Geneticists have found that the Bushmen carry the genetics of all living people and that their deep knowledge of their land is the reason behind their survival in Sub-Saharan Africa, the most water-stressed region of the world (Sarkin & Cook, 2011).

The British Protectorate established the Central Kalahari Game Reserve (CKGR) in 1961 with the intention of protecting the territory of the hunter gatherer indigenous communities of the area (Bushmen) and the wildlife resources they subsist on (Sarkin & Cook, 2011). However, the government of Botswana embarked on a drive to relocate the Bushmen from the reserve. When the Central Kalahari Game Reserve (CKGR) was established in 1961, the Bushmen believed that their ancestral land was finally returned to them. This was not to be. The CKGR is the second largest game reserve on the continent. Diamonds were discovered inside the CKGR in the early 1980's, which made the government of Botswana (GOB) to start to forcefully remove the Bushmen from the reserve under the guise of, minimizing the costs of supplying services to remote and dispersed populations, separating people from wildlife, and moving the Bushmen from underdevelopment to civilization. The GOB saw the Bushmen as stone-age creatures who had to forego their primitive lifestyles that contributed to the decline of wildlife inside the reserve. This, even though ecologist, Arthur Albertson, had found that the Bushmen had lived sustainably with wildlife in the reserve. Despite such findings, the GOB continued 'encouraging' the Bushmen to live the CKGR through different methods, such as destroying their water wells (Morinville & Rodina, 2013)

In a personal interview, it was impressed upon the Minister of Local Government, Margaret Nasha, that the CKGR is a reserve made for the Bushmen, Her response was,

"The issue of the Basarwa (Bushmen), sometimes I equate it to the elephant, we once had the same problem with elephants. When we wanted to cull them, people said no. They are such nice cuddly animals. It is not cuddliness; it is the environment and the destruction. The issue of the Basarwa here, it is a human rights issue. Do you allow a section of the population to continue to live in the manner they are doing; not accessing information, education for their children and health facilities and all those things that the Batswanas have free access to. As government, we had to take a stand and say, no that is not right. (Winters, O.J. 2015. p 289)

The Minister was equating evicting the Bushmen from the CKGR to developing them- a top-down approach to development. She was ignorant of the fact that development should be people-centred and the fact that it is damaging in as much as it is dehumanizing to remove people from land that they are intrinsically attached to, in the name of development.

In January 31, 2002, the GOB cut all basic services supply to the CKGR, including drinking water, borehole access and food rations. The GOB also destroyed wellheads and restricted Bushmen from bringing in water from outside the reserve as well as hunting inside the reserve. The use of donkeys was also forbidden, purported to be the source of diseases afflicting wildlife. These restrictions led to two deaths of people who transgressed these new rules and were beaten to death by wildlife scouts (Sarkin & Cook, 2011)

After a protracted court battle between the GOB and the Bushmen, the GOB's actions were ruled to have been unlawful. The land and the subsistence rights were returned to the Bushmen in 2006. The Bushmen could return to the CKGR. However, only the surviving out of the 189 that had made the court application to have their rights to land restored, could return. One judge held that by forcefully evicting the Bushmen from their ancestral land, the GOB had abridged the Bushmen's rights to life, liberty and freedom of movement, and that the root cause of these violations was a view of development that failed to take into consideration their knowledge, culture and ideologies. Despite the ruling by the court, the GOB continues to refuse to supply the bushmen who have returned to the CKGR, with water, the court having ruled that the GOB is not obliged to do so. The bushmen still suffer covert marginalization by the GOB despite their victory in their land restitution case.

“

The other case of eviction for conservation in Southern Africa is the eviction of the Makuleke people from the Pafuri Triangle of the Kruger National Park, South Africa, which is the subject of this study.

2.6. Theoretical framework

2.6.1 Human Development Theory

This study is grounded in the Human Development Theory. The theory is an amalgamation of older theories such as ecological economics, welfare economics, as well as feminist economics. The theory justifies its theses strictly on ecology, economics, and sound social science and by working within the context of globalisation. Renowned proponents of this

theory are Mahbub UI Haq and Amartya Sen. This model goes beyond treating people as only a means of the production process. While human productivity is an essential element of economic growth, treating people as just a resource in the production process obscures the centrality of people as the ultimate end of development. Human development should build the capacity of people and make sure that people use that capacity fully through an enabling framework for growth and employment.

The objective of development must be viewed as a selective attack on the worst forms of poverty. Development goals must be viewed in terms of progressive reduction and eventual elimination of malnutrition, disease, illiteracy, squalor, unemployment, and inequalities. The concern for more production and better distribution should be brought together in defining the pattern of development, (Mahbub ul Haq, 1976).

Proponents of the theory view economic development as a means and not an end. On the other hand, Human development theories view people as both the end and chief means of development whereas economic development is only a means. The most critical elements of the human development model must be to ensure that people lead a long healthy life, be educated, and enjoy a decent standard of living. Human development shares a common vision with human rights. They are mutually reinforcing. The two concepts are promoted by good governance, implementation of human rights policy, and inclusive decision-making processes.

This study is about the sustainable livelihoods of the Makuleke community, whose results will contribute towards effective policy evaluation, amendment, and implementation. It is only through good implementation of good policies that good governance occurs. Good governance leads to success in the fight against poverty. A victory against poverty improves the standard of living of ordinary citizens in many ways that are in conformity to them enjoying their basic human rights. When people enjoy their human rights, there is a good possibility of them adopting sustainable lifestyles that will lead to sustainable development.

The Sustainable Livelihoods Approach is an offshoot of the Human Development Theory, which is recommended by the Department for International Development (DFID) for research around people's wellbeing and their livelihoods.

2.6.2. The Sustainable Livelihoods Approach to Development

This study is rooted on the Sustainable livelihoods (SL) theory to development. It is the basis of the evaluation of the impact of the Makuleke Concession on the sustainable livelihoods of the Makuleke community.

Chambers and Conway, (1992) define a livelihood as comprising the capabilities, assets (including both material and social resources) and activities required for a living. A livelihood is sustainable when it can cope with and recover from shocks and stresses, maintain, and enhance its capabilities and assets, while not undermining the resource base.

The sustainable livelihoods approach to development centres around people and how they earn a living, it provides insight into their livelihoods and focuses on the importance of working alongside the poor and supporting them to reduce poverty. Sustainable livelihood approaches also focus on how environmental sustainability can be achieved simultaneously with the development of people and their communities with special emphasis on ensuring that their human rights are not trampled upon. SL approaches to development prioritize the voice of the poor as the panacea of any effort towards their development.

SL theory maintains that development should be people-centred, responsive, and participatory, multi-level, conducted in partnership, sustainable and dynamic. Development is people-centred when it prioritizes that which people need in the context of their current livelihood strategies, their social environment as well as their ability to adapt to changes in their living environments. Development is responsive and participatory when it responds to the needs of people as well as ensuring that the voice of the people is heard, people can exercise their power and influence to drive development as opposed to paternalistic approaches to development. Development is multi-level when all levels of government base their development policies on the wishes of those that must be developed. All spheres of government should be hands-on in efforts to develop people and their communities. SL theory posits that the private sector, NGOs, and other developmental organizations should synergize to develop people as development is conducted in partnerships. That is, developmental efforts should also keep in mind that people's livelihood strategies change over time, naturally or due to other factors (displacement in the case of the Makuleke community), and thus should ensure that this dynamic nature of livelihood strategies is infused in developmental policy so that people are enabled to adjust accordingly and achieve optimum livelihood rewards.

The sustainable livelihoods approach is the primary approach for the purposes of this study. The Pafuri Triangle Agreement (The Makuleke Concession) was arrived upon with the hope that it will, beside it being a reparatory and reconciliatory venture, be a propeller that will catapult the development of the Makuleke people and help them to achieve sustainable livelihood strategies after their livelihoods were devastated and disrupted by their 1969 ejection, by the apartheid regime of South Africa, from their Pafuri Triangle, their ancestral land.

The concept of 'sustainable livelihoods is attributed to Robert Chambers of the Institute for Development Studies (IDS) and Gordon Conway (Chambers and Conway, 1992). Their working definition of a sustainable livelihood is,

A livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a living; a livelihood is sustainable which can cope with and recover from stress and shocks, maintain or enhance its capabilities and assets, and provide sustainable livelihood opportunities for the next generation; and which contributes net benefits to other livelihoods at a local and global levels and in the short and long term (Chambers and Conway, 1992)

Chambers and Conway came up with a development paradigm that was both normative and practical. Their policy prescriptions for this development framework were presented under three headings.

- Enhancing capability – people must be able to adapt to change and can exploit diverse resources and opportunities. This is based on Amartya Sen's functionings and capabilities (Sen Amartya, 1987). Sen defines capabilities as what a person can do and be. It includes being well fed or educated, to live a life without shame, it also includes being able to live a life of quality. Sen also talks about livelihood capabilities such as being able to cope with shocks and stress, gaining access and can access resources, services, and information. (Sen Amartya, 1987)
- Improving equity – equal access to opportunities and resources for all, women and children included. Equity can be measured in terms of relative income distribution. It emphasizes an end to discrimination against women and the poor, the weak, the minorities and an end to both rural and urban poverty.

- Increasing social sustainability – providing safety nets for the poor in times of stresses and shocks. Sustainability also includes having a sense of the global village with finite resources threatened by wasteful and polluting consumption as well as rapid population growth (Chambers and Conway, 1992)

Chambers and Conway also talk about the determinants of livelihoods which are numerous. They talk about ascriptive livelihoods, for an example, gender in the rural areas and in some cultures, can determine the type of livelihood men and women will live. There also are non-ascriptive livelihoods such as when one is born into royalty. This will also influence the kind of livelihood that one will live in society. Individuals can also choose a livelihood through education and migration. The well to do usually have wider choices of livelihoods than the poor. This makes it more significant that the poor be capacitated to be able to adapt and exploit new opportunities in the face of change (Chambers and Conway, 1992)

The nature of human livelihoods can be at different hierarchical levels. The most common being the household level where a group of people share the same hearth for cooking. It is very important to bear in mind that the well-being and access of some individuals in the same household is not the same, usually women and children are inferior compared to the men.

According to Chambers and Conway (1998), there are four categories of parts in the anatomy of a household livelihood: (See Figure 5),

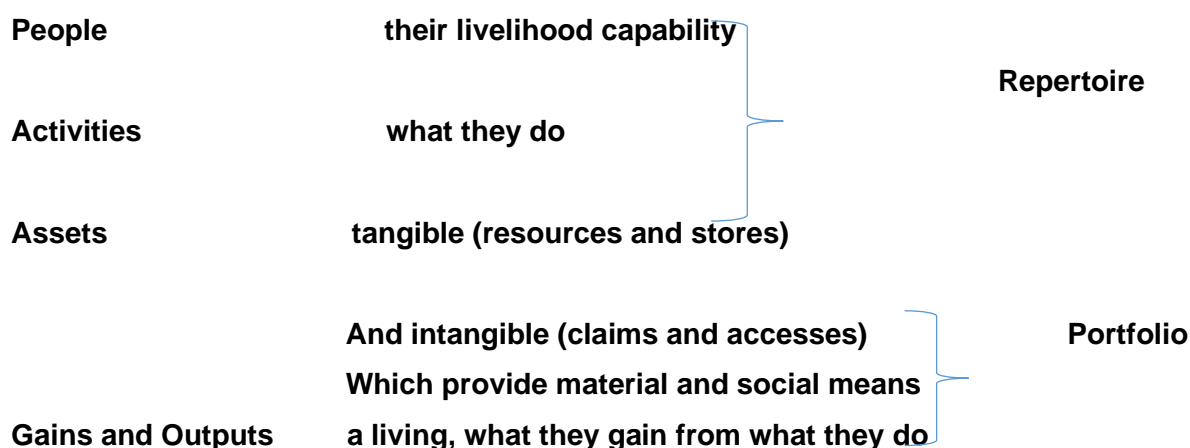


Figure 6: The Anatomy of a Household Livelihood. (Source, Chambers 1996)

The core of a livelihood is expressed as a 'living' and the other components are livelihood capabilities, stores and resources, as well as claims and accesses. Of these components, the most complex is the portfolio of tangible and intangible assets. Stores and resources are

tangible assets commanded by a household. Stores include food stocks, stores of value such as gold, jewelry and textiles, savings in the bank.

Resources include land, water, trees, and livestock, and farm equipment, tools, and domestic utensils. Assets are both stores and resources, as with livestock, trees, and savings.

Claims and access are intangible demands and appeals which can be made for material, moral or other practical support or access. Support is through being given access to food, implements, loans, gifts or work. Claims are usually made in times of shocks and stress. Claims can be made on individuals such as relatives, neighbors, and friends as well as from agencies. Claims can also be made on chiefs, social groups, non-governmental organizations (NGOs) as well as from government and international organizations. Claims are based on combinations of right, precedent, social convention, moral obligation, and power. (Refer to Figure 7, below)

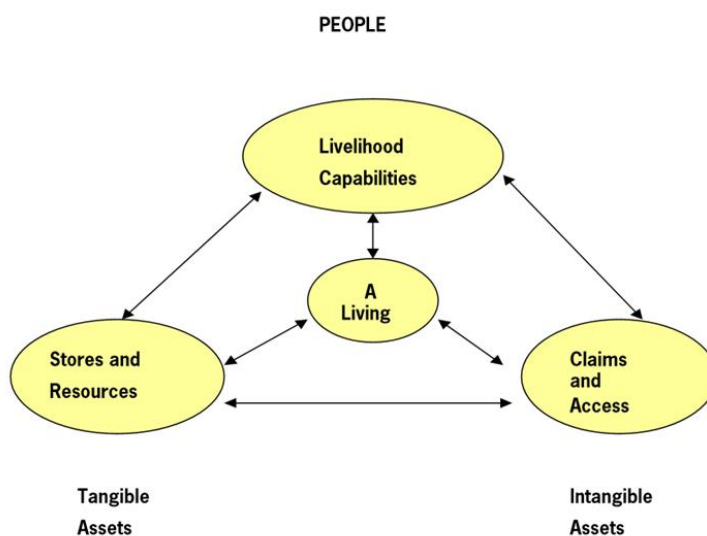


Figure 7: UNDP's approach to promoting sustainable livelihoods.

Access is the opportunity in practice to use a resource, store, or service or to obtain information, material, technology, food, or income. Services include transport, education, health, shops, and markets. Information includes extension services, radio, television, and newspapers. Technology includes techniques of cultivation and new seeds. Employment and other income-earning activities include rights to common property resources (CPRs) such as firewood, grazing land on state and communal lands.

Out of these tangible and intangible assets, people construct and contrive a living, using physical labor, skills, knowledge, and creativity. Skills and knowledge may be acquired within the household, passed on from generation to generation as indigenous technical knowledge, or through apprenticeship, or more formally through education or extension services, or through experiment and innovation (Chambers and Conway, 1992).

Rural livelihoods comprise one or several activities. It can be cultivation, herding, hunting and gathering, hawking, trading, wage labor, artisanal work, fetching and carrying, transporting, begging as well as theft.

These activities are a source of cash and food as well as other goods that satisfy communities' various needs. Some of the outputs from these activities are consumed while some are stored for the long-term to be consumed later or during times of stress and shocks, such as droughts, and to be invested in other assets. These investments are made in times of surplus production. They are also made though enhancing or acquiring new resources, in establishing claims, in gaining access, and in improving capabilities (Swift, 1989).

Resources may be enhanced through investing labour, as in terracing to improve soil quality, buying a cart to transport agricultural products to the market. Claims may be established through marrying and having children. Access to information can be enhanced through the purchase of a radio or through education. The results of successful investments are an added variety or quality of assets or capabilities which can be used for further production or in responding to future contingencies and threats to survival.

In addition to direct and physical benefits, adequate and decent livelihoods can and often do have other benefits. They can improve capabilities in the broader sense of the term by providing conditions and opportunities for widening choices, diminishing powerlessness, promoting self-respect, reinforcing moral and cultural values, and improving the quality of living and experience in other ways (Chambers and Conway, 1992).

2.7 Sustainability of livelihoods

The sustainability of livelihoods entails whether a livelihood is sustainable socially, that is, whether it can cope with stress and shocks while retaining its ability to continue and improve as well as whether it is sustainable environmentally; that is, in its effects on local and global resources and other assets. Environmental sustainability should do with the external impact of livelihoods on other livelihoods whereas social sustainability is concerned with livelihood's internal capacity to withstand outside pressures (Chambers and Conway, 1992).

Environmental sustainability can be separated into two levels: the local level and the global level. On the local level the concern is whether a livelihood maintains and enhance or whether it depletes and degrades the natural resource base. Livelihoods can have a negative impact on the natural resource base in different ways, desertification, deforestation, declining water tables and so forth. Livelihoods can also enhance and maintain the natural resource base through improving the productivity of renewable resources like air and water, organic soil fertility and river water. On a global scale, livelihood sustainability must do with whether livelihoods cause pollution, the greenhouse gases emission, and global warming as well as global warming (Agarwal and Narain, 1991)

Social sustainability complements environmental sustainability. Human livelihoods are vulnerable to stresses and shocks. Stresses are pressures which are cumulative and continuous, predictable end depressing such as seasonal shortages, rising populations and declining resources. Shocks are phenomena such as droughts, floods, epidemics, and fires which are sudden, unpredictable, and traumatic. (Conway, 1987). Stresses can be short-term or long-term but the most significant are long-term stresses, such as seasonal stresses, which have physical, biological, and socio-economic dimensions. Sustainable livelihoods are livelihoods that can avoid and withstand shocks and stresses.

Communities and households use different strategies to navigate past stresses and shocks. These strategies consist of concoctions of the following.

- **Stint:** reducing current consumption, shift to lower quality foods
- **Hoard:** accumulating and storing of food and assets during times of surplus
- **Protect:** Preserving and protecting asset base for recovery
- **Deplete:** Draw upon household stores of food; pledge or sell assets
- **Diversify:** seek new sources of food, diversify work activities and sources of income in off-seasons
- **Claim:** make claims on relatives, neighbours, community, government, NGOs, The Red Cross
- **Move:** Disperse family members, livestock, and assets; and/or relocate

Sustainable livelihoods are those livelihoods that can avoid or resist stresses and shocks and are resilient and able to bounce back.

The DFID Sustainable livelihoods analysis framework for development presents the main factors that impact on people's livelihoods and gives a description of how these factors relate to each other (see Figure 8, below). The framework brings together assets and activities, while

illustrating the interaction between them. It also highlights the challenges experienced by groups of people when they strive to make a living. The framework does not work in a linear manner: it only emphasizes the multiple interactions between the factors that influence livelihoods: assets, vulnerability, structure and process as well as strategy.

As depicted by the diagram, (Figure 8), livelihood assets form the basis of the framework. The five main assets categories are social capital, human, natural, financial and physical. The asset component describes how people own and access a certain level of assets to make a living. The degree of assets or the shape of the pentagon is affected by the vulnerability context and the structure and process. Assets are used in activities to produce outcomes. All this takes place in an environment which is uncertain, that is, the vulnerability context. The livelihood outcomes can be quantified not only in monetary terms but in terms of increased or improved wellbeing, reduced vulnerability to external shocks and stresses and improved food security while maintaining natural at sustainable levels.

Human assets are the most pertinent in the SLA as they emphasize people. They are the physical ability of people to pursue livelihood strategies. Human assets are not only the quantities thereof but also the quality-the skills and expertise (knowledge) that enables people to take advantage of economic opportunities that may present themselves or be made available.

Human capital is affected by a diversity of factors inside a household. It can be affected by demography and population dynamics, the number of household members as well as their gender. The population dynamics can be both internal and external migration as well as fertility and mortality.

Secondly, human assets can be affected by skill levels and knowledge that will enable them to pursue livelihood strategies as well as taking advantage of new strategies when required to do so in times of vulnerabilities, stresses, and shocks. Human assets include traditional knowledge and skills to hunt and gather livelihood resources. The degree of investment in knowledge and skills is affected by opportunity cost in several livelihood activities. For example, time allocation to increase capacity in a livelihood is worthwhile if it yields positive results when individuals or communities reap the rewards thereof. Investments in human assets can also be made through education for both the short and the long term, (Rakodi, 1999).

The ability to pursue a livelihood strategy, such as work, is also dependent on the health and access to that livelihood strategy. Nutritional status, which is related to food security and adequate care and health, affects the health status (Rakodi, 1999). Food security refers to individuals having access to enough quality food that is also culturally acceptable. Health status also assists people to invest in other assets. An unhealthy household member can adversely impact on the expenses of the entire household. It can also affect their dependence on natural resources. A change in the quality and quantity of natural resources can also impact on the household demographic structure through the impact thereof on migration, fertility and mortality, (De Sherbinan et al. 2008).

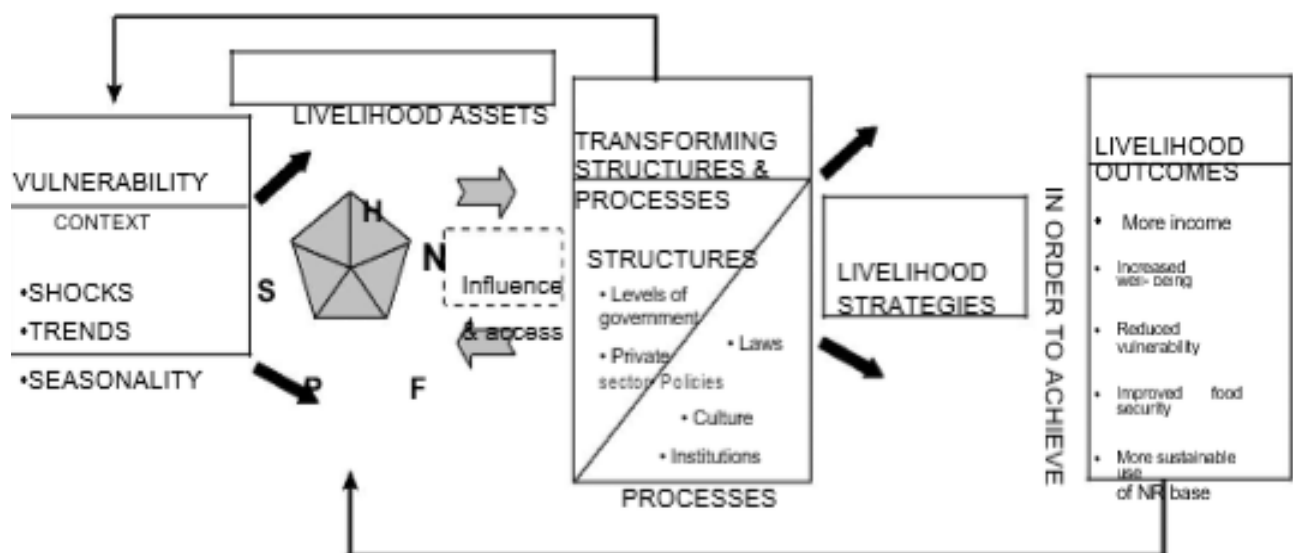


Figure 8: Department for International Development's (DFID) SL framework

H represents **human capital**: the skills, knowledge, ability to labour and good health important to the ability to pursue different livelihood strategies.

P represents **physical capital**: the basic infrastructure (transport, shelter, water, energy and communications) and the production equipment and means that enable people to pursue livelihoods; This is the physical environment that helps people to meet their basic needs and to be more productive. They include, inter alia, transport, shelter and buildings, water supply and sanitation, energy and access to information. Producer

goods are the tools that are used to function more productively. They are normally owned by individuals or groups but can be borrowed or rented from one household to another interchangeably.

- S represents **social capital**: the social resources (networks, membership of groups, relationships of trust, access to wider institutions of society) upon which people draw in pursuit of livelihoods. Social capital is developed through networks and connectedness. The relationship can be horizontal (between individuals who share a common interest), or vertical (between a patron and a client). The networks and connectedness increase people's trust and ability to work together and expand their access to wider institutions such as political institutions and civic bodies. Affiliation to formalized groups such as organizations, both political and civil, can enhance individuals and households to social assets that will enable them to pursue livelihoods. Social assets can also be developed through relationships of trust, reciprocity and bartering that enables co-operation and reduce transaction costs. The simplest form of social asset is a person's family, friends and associates.
- F represents **financial capital**: the financial resources which are available to people (whether savings, supplies of credit or regular remittances or pensions) and which provide them with different livelihood options. Savings, access to credit, legibility to debt and other economic assets, such as regular inflows of money from remittances comprise financial assets, (DFID, 1999). Two factors affect physical assets: namely, productivity and liquidity. Liquidity refers to the ability to convert some assets into cash when individuals and households come across stresses and shocks. Remittances occur when members of households who work in urban areas continue to maintain strong relationships with relations left behind and regularly send them money for their general subsistence.
- N Represents natural capital: the natural resource stocks from which resource flows useful for livelihoods are derived (e.g., land, water, wildlife, biodiversity, environmental resources).

Source: Livelihood Strategies Compared. Department for International Development (DFID). 1999.

The SL approach identifies four types of capital; natural capital which comprises soil, water, air, genetic resources, etc., from which resources flow and services useful for livelihoods are

derived, Economic capital, comprise of cash, debt, savings, and other economic assets, including basic infrastructure and production equipment and technologies which are essential for the pursuit of any livelihood strategy. On the other hand, human capital made up of the skills, knowledge, ability to labor, and good health, social capital, which is comprised of networks, social claims, social relations, affiliations, and associations, upon which people draw when pursuing different livelihood strategies requiring coordinated actions (See Figure 8 above).

The SL approach aims to promote sustainable livelihoods through direct support to assets, that is, providing poor people with better access to the to the assets that act as a foundation to their livelihoods; and support to the more effective functioning of the structures and processes: that is, policies, public and private organizations, markets, social relations, that influence not only access to assets but also which livelihood strategies are ensure that livelihood strategies are open to the poor. The DFID has identified three types of activity that can contribute to poverty elimination enabling actions which support the policies and context for poverty reduction and elimination, inclusive actions which improve opportunities and ensure equity and removes barriers of participation by the poor, and focused actions that are targeted at the needs of the poor.

Livelihood strategies are a combination of assets and activities that people undertake to achieve their livelihood goals. Understanding community objectives and priorities should be the basis for the understanding a community's livelihood strategies (de Haan and Zoomers, 2005).

Rural communities use a synergy several activities to earn their livelihoods: namely, intensive agriculture, livelihood diversification and migration. These activities are embarked upon in times of stresses and shocks. People invest and mobilize their assets to support certain activities when they believe, by so doing, they will reap more benefits thereof as compared to costs (Cooke, 2004).

The vulnerability context (Figure 8) are the insecurities of individuals and households that are induced by unforeseen circumstances such as stresses and shocks such as natural disasters and the loss of family members. Vulnerability can also be caused by the political economy of markets and institutions such as unstable prices of goods and commodities that support people's livelihoods.

Transforming structures and processes refer to policies, legislation, institutions, culture and the power relations of people or institutions. Access to livelihood assets can be negatively impacted upon or enhanced by existing structures, legislation, and policies in a community. The transforming structure, process, and vulnerability context influence how people combine and mobilize their assets as a strategy to pursue livelihood outputs.

Livelihood outcomes are the achievements or outputs of livelihood strategies. The outcomes help to know people's motivations and priorities as well as understand how they respond to new opportunities. Outcomes can be more income, improved wellbeing, reduced vulnerability, and improved food security.

2.8 Community-Based National Resource Management Programmes (CBNRMP's) and Integrated Conservation and Development Programmes (ICDP's)

The implementation of the Durban Accord agreements, as well as those of the Convention on Biological Diversity, born from the 1992 United Nations Conference on Environment and Development (UNCED), gave birth to the establishment of community based natural resource management and development programmes.

ICDP's are a subset of CBNRMP's. CBNRM's are inclusive models of conservation that incorporate conservation and the improvement of human welfare. They also promote sustainable resource use by locals (Nauhgton-Treves et al, 2005). In addition, they also recognize that community participation is fundamental to the attainment of the economic, political, social and environmental objectives that underpin conservation.

CBNRM's also represent a shift away from the preservation approach that excluded local indigenous communities towards a more bio- cultural approach-an approach that recognizes the inextricable links between nature and culture. CBNRM's denote a wide range of practices whereby local collective institutions or groups of people, organized formally or informally, manage, and utilize their lands, resources, and common property (Hunter and Heywood, 2011).

Newmark and Hough, (2000) maintain that an ICDP must include the following Components: direct compensation, tourist development, businesses that cater for tourists, revenue sharing from tourism and hunting, provide alternative income strategies, small loan programs, agroforestry, and forest projects, develop community infrastructure (such as schools, clinics, wells, roads, and sanitation services).

2.9 Criticism of ICDP's

Newmark and Hough (2007) in their study of ICDP's in Africa, concluded that some of them fail because they were based on wrong assumptions, such as assuming that improving local living conditions will enhance conservation by reducing local people's dependence on and use of valuable natural resources, which will ultimately result in locals renouncing illegal activities, such as wildlife poaching and wood cutting, when provided with legal alternatives, as if households had fixed consumption and income needs.

Brandon and Wells (1992) concur and further state that households generally attempt to increase consumption by maximizing total income. Therefore, poor individuals might not cease illegal activities even if they are engaged in alternative legal activities, especially if labor is not completely absorbed by the new activities.

Some scholars and practitioners (Oates, 1999) view ICDPs with much cynicism. They view ICDP's as a way for conservation of organizations. They allege that most of the funding they receive is channeled to salaries of international consultants, and very little finds its way towards biodiversity conservation (Oates, 1999). Some scholars even go to the extent of questioning the rationale behind involving parks in economic development (Brandon, 1998; Oates, 1999 and Redford et al, 1998). Other conservation practitioners and scholars recognize that the development of an ICDP may be nothing more than an attempt to establish better relations between park management and the local people.

The local welfare impacts of protected areas are a subject of increasing concern and scrutiny. ICDP's are a common strategy for promoting the social and economic development of people living and around protected areas in the tropics (McShane and Wells, 2004). They, however, quickly add that many projects struggle to meet both their conservation and development objectives (Sayer and Toit, 2007) blaming this on poor governance, lack of understanding of demographic trends and local resource limitations and poor human capacity development. Brechin et al, (2003) add to the criticism of ICDP's by saying that it is disputable whether conservation programmes work and provide benefits to local people. They assert that protected areas are threatened by the needs or wants of populations living in or around them. Furthermore, they criticize protected areas for their negative impacts on rural livelihoods and human rights violation.

2.10. The New Paradigm on Local and Indigenous Communities, and Protected Areas

Protected areas creation has been a central element in conservation policy since its beginnings in the 19th century. From their inception, protected areas were conceived as land alienated to the state and managed for the benefit of future generations, but to the exclusion of indigenous peoples and local communities. Protected areas, modelled around Yosemite and Yellowstone National parks, denied indigenous peoples' rights, evicted them from their lands, and provoked long-term social conflict and resentment. National Park creation around the globe was modelled around Yosemite and Yellowstone and became central to conservation policy worldwide.

The emergence of indigenous peoples as a social movement and as a category in international human rights law has contributed to conservation agencies rethinking their approach to conservation. This has led to a shift away from the colonial conservation model that caused and continues to cause so much human suffering and resentment. Advances in human rights have led to the acceptance that conservation can and must be achieved in collaboration with indigenous peoples and based on respect for their internationally recognized rights. Colonialist conservation models have inflicted a lot of hardships and pain amongst indigenous communities around the world. These hardships can be summarized as follows:

- Denial of rights to land
- Denial of use of and access to natural resources
- Denial of political rights and the validity of cultural institutions
- Disrupted kinship systems.
- Disorganized settlement patterns
- Loss of informal social networks, fundamental to the local economy
- Undermining of livelihoods, loss of property with no compensation
- Poverty
- Disruption of indigenous systems of environmental management
- Enforced illegality, people became strangers in their own land, 'encroachers' and 'poachers'.
- Forced resettlement.
- Systems of leadership destroyed (local leaders accused of being 'sell-outs')
- Symbolic ties to environment broken.
- Cultural identity weakened.
- Intensified pressure on ecosystem outside the protected area
- Popular unrest, resistance, incendiarism, social conflict, and repression

The World Conservation Union (WCU) and the World Parks Congress (WPC) championed the cause for the recognition of the rights for indigenous peoples and the need to accommodate and implement these rights inside the protected area. The Kinshasa Resolution of 1975 recognized the cognition and importance of traditional ways of life and land ownership and called on Governments to devise means through which traditional people could submit their lands to conservation while retaining ownership, use, and tenure rights. The Kinshasa Resolution also resolved that indigenous peoples should not be displaced from their lands by protected areas, nor should protected areas be established without proper consultation with the people directly to be affected. The subsequent 1982 World National Parks Congress in Bali, Indonesia, reaffirmed the rights of traditional indigenous peoples to social, economic, cultural, and spiritual self-determination and to participate in decisions affecting the land and natural resources on which they depend. The resolution also recommended the implementation of joint-management ventures between societies and protected area authorities. The World Congress on Protected Areas (World Congress on Protected Areas, 1982, IUCN), held in Caracas in 1982 also reaffirmed these rights of indigenous peoples and emphasized the need for recognizing the existence of indigenous peoples inside and around protected areas as well as the need for and importance of forging dual management ventures.

In 1996, after many years of serious engagement with Indigenous Peoples' rights Organizations, The World Wildlife Foundation (WWF) adopted a Statement of Principles on Indigenous Peoples and Conservation which endorses the Draft UN Declaration on the Rights of Indigenous Peoples which emphasizes that constructive engagement with traditional peoples starts with a recognition of their rights; and upholds their rights to own, manage, and control their lands and territories and benefit from the application of their knowledge (WWF, IUCN, 1996).

The paramount body of the IUCN, the World Conservation Congress, came up with other resolutions regarding the rights of indigenous peoples, especially the rights regarding the recognition of indigenous peoples' rights to their lands and territories, a resolution that recognizes the right of indigenous peoples to manage their natural resources in protected areas either on their own or jointly with others, and the one that endorses the principles enshrined in the International Labor Organization (ILO)'s Convention 169 and the U.N Draft Declaration on the Rights of Indigenous Peoples. In its book, *Beyond Fences* (IUCN, 1997) the IUCN maintains that conservation objectives can best be achieved through greater collaboration with local communities. The collaborative approach is not only justifiable but is also required if conservation is to be morally and ethically responsible.

A study of 36 countries carried out by the Forest People's Programme (FPP) came out with the following findings: that the implementation of the 'New Paradigm' to protected areas management in collaboration with indigenous peoples and communities are not being applied in developing countries; protected areas continue to be administered and managed in violation of indigenous peoples' rights; and in ignorance of the new standards. Furthermore, in Central Africa, protected areas continue to evict people from their homes and territories without plans for resettlement and compensation (Nelson and Hossack, 2003). The FPP blames reluctance by governments and conservation to implement the new approach to conservation on the following factors.

- Entrenched discrimination by national societies of indigenous peoples
- Absence of reform of government policies and laws regarding indigenous peoples
- National laws and policies deny indigenous people the right to own land
- National conservation policies and laws still based on the exclusionary model of conservation.
- Conservation agencies and NGOs lack sufficient training.

The September 2003 World Parks Congress held in Durban, South Africa, also called the Durban Accord and attended by more than 150 countries, was assembled to address the reluctance of countries in implementing the resolutions of 1982 Caracas agreement. The Durban Accord called on more than 3000 conservationists in attendance to ensure respect for the rights of indigenous peoples through.

- Reaffirming their commitment to respect and uphold indigenous peoples' rights
- Giving priority to reforming national laws and policies such that they encourage respect for indigenous peoples' rights.
- Ensuring that funds are made available for financing policy reform programs.
- Retrain conservation personnel nationally and internationally such that they understand how 'The New Paradigm' works.
- Establishing effective mechanisms for open dialogue, the redress of grievances and information exchange between conservation personnel and indigenous peoples
- Encouraging other major international agencies to clear policies of indigenous peoples and protected areas in conformity with their internationally recognized rights and new principles
- Combating entrenched discrimination in national and international programs
- Supporting initiatives by indigenous peoples to secure their territorial rights.
- Supporting the consolidation of Indigenous peoples' organizations as independent, representative institutions.

The Durban Accord also emphasized that the costs of conservation are borne by local communities. The history of indigenous peoples has always been that of exclusion and marginalization. This marginalization, accompanied by violent evictions and displacement disrupts the natural livelihood strategies of the victims of displacement and threatens their ability to live a long healthy life and to sustain their livelihoods. Their survival is then seriously threatened.

2.11 The Whatakane Mechanism

The International Union for the Conservation of Nature (IUCN) took the responsibility to ensure that resolutions taken at the Durban Accord in 2003 are respected. The Fourth World Conservation Congress (WCC4) was held in Barcelona, Spain, with the assistance of the Forest Peoples Programme (FPP) and the Commission on Environmental, Economic and Social Policy (CEESP) convened a high-level meeting with the IUCN in Whatakane, New Zealand in January 2011. Also in attendance in this meeting were the chairs of the World Commission on Protected Areas (WCPA) and the Species Survival Commission (SSC) and their specialist groups (Theme on Indigenous Peoples, Local Communities, Equity and Protected Areas (TICELPA) and Theme on Governance, Equity and Rights (TGER), key staff of the secretariat of the IUCN (the Director of the Environment and Development Group and the Senior Adviser on Social Policy)

This high-level meeting came up with a series of measures to review the implementation of the agreements related to indigenous peoples adopted in the Durban Congress of 2003 as well as the WCC4 and to advance their implementation if gaps were identified. The resolution aimed to develop a mechanism to address and redress the effects of historic and current injustices against indigenous peoples in the name of conservation and nature and natural resources. This agreement was appropriately named the Whatakane Mechanism.

The Whatakane Mechanism aims to ensure that conservation practices respect the rights of indigenous peoples, including those that are in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the full participation of Indigenous Peoples in conservation policy and practice (Nomadic Peoples, Vol 16. No. 2 (2012). Pp. 84-94).

2.12 Democracy in South Africa. Transformations in biodiversity management and social justice

The transition from apartheid South Africa to a democratic order required a transformation of all sectors of society. The biodiversity management sector was no exception. Exclusionist conservation management was replaced by innovative means that guaranteed that the dual goals of biodiversity conservation and social justice were met. Communities neighboring biodiversity management areas as well as those that were evicted from areas subsequently proclaimed as national parks stood to benefit from this transformation as a way of redressing the injustices and atrocities of the past (Hughes, 2002).

2.12.1 The emergence of Co-management and Contractual National Parks

Section 25(7) of the South African Constitution provides for a person, or a community disposed of property after 19 June 1913 because of past discriminatory laws or practice to restitution or equitable redress. The Restitution of Land Rights Act, 1994 provides for restitution of rights to land to persons or communities who were dispossessed of those rights because of past racially discriminatory laws and practices. This restitution can be in the form of ownership by the claimants or through compensation as physical occupation is not provided for in national parks, heritage sites, as well as state forests as per the Cabinet Memorandum No. 5 of 2002.

The Ministers of Agriculture and Land Affairs, and the Minister for Environmental affairs and Tourism signed a memorandum of Understanding (MOA) on land claims in protected areas. This MOA sets principles that must be followed when dealing with claims in protected areas.

It is precisely this process that gave birth to the models of co-management of protected areas that vast expanses of land have been restored to their rightful owners in terms of the Restitution of Land Rights Act, 1994. The National Environmental Management Act (Act No.57 of 2003) provides for co-management of a protected area by the management authority (DEAT) and the new owners (successful claimants).

Co-management of protected areas provides for; inter alia, the use of biological resources by the new owners in the area, access to the area, development of economic opportunities within and adjacent to the protected area, development of local management capacity and knowledge exchange as well as financial and other support to ensure effective administration and implementation of the co-management agreement. The co-management contract, per the MOA, states that the existing authority (DEAT) continues to manage the land in the protected area until the contract is reviewed by the Minister of the DEAT.

There are three categories of co-management models. There is Full Co-management of contractual national parks. Under this model, there is compensation for no physical occupation of the claimed area. The communities of the new owners of the land enjoy socio economic

beneficiation and full participation in the co-management process when beneficiation is viable and possible (People and Parks Steering Committee Task Team ,2007).

The second co-management model is Lease, where the state leases the land from the new owners when few (if any) socio-economic exist and would result in inadequate compensation for loss of beneficial occupation. A community levy could be levied and on all visitors to the protected area and be channeled into a Community Trust Fund to finance community development projects (People and Parks Steering Committee, 2007)

The third co-management model is the Part Co-management/Part Lease. This is a combination of the two models already mentioned above.

2.12.2 Contractual National Parks in South Africa to date

The co-management of contractual national parks gave birth to six such parks in South Africa. The most notable contractual parks are, The Richtersfeld National Park (owned by the Nama and the Mier communities) along the Orange River, was officially returned to its rightful owners in 1991. The Makuleke Contractual Park was the second contractual park to be officially returned to its rightful owners in 1994 (Reid et al, 2004).

One other and, so far, the last contractual park to be officially returned through the restitution process was the !Ae Kalahari Contract Park in the The Kgalakgadi Transfrontier Park (KTFP), formerly known as the Kalahari Gemsbok National Park, claimed by the Khomani San (bushmen) in 1999.

The Makuleke co-management contract is a full Co-management model which guarantees the community full participation in management, empowerment (capacity building and development), consultation by the co-management partners on all aspects of the running of the contractual park, full access to the land, access to and use of biological resources. The community (new owners) must benefit through development rights, revenue sharing and economic opportunities. They are also mandatory partners in the development of the contractual park (People and Parks Steering Committee Task Team, 2007).

2.13 The Australian Co-management model

The Australian aborigines, who are the indigenous peoples in Australia were not spared the brutal experience of violent evictions for conservation from land they had inhabited for

centuries. However, in 1978 a co-management agreement was signed between Parks Australia and the indigenous aboriginal owners through the Aboriginal Land Rights (Northern Territory) Act of 1976. The lease agreement for the first Contractual Park was signed in 1978 (Hill and Press, 1994). This agreement involved Kakadu National Park, which is the first Australian Park to be established in Aboriginal land (Reid et al, 2004). The Uluru-Kata Tjuta National Park was also handed back to its indigenous owners on the 26 of November 1985 under a similar lease agreement to the Kakadu one (Griffin 2000).

Comparatively, Australia has the longest experience in the co-management of protected areas and might benefit South African national Parks in their co-management ventures.

The most glaring differences between the Australian co-management model and their South African counterparts are threefold; firstly, Parks Australia puts cultural conservation on the same level with biodiversity conservation as opposed to SANParks. This is evidenced by a strong connection between land and indigenous peoples in Australia than in South Africa. Another example of the strong ties between people and their land in Australia is the fact that the indigenous Aborigines can settle, and do settle, inside the co-managed contractual park. The same cannot be said of the South African model of co-management- settling inside the contractual park is forbidden.

Secondly, the indigenous Aboriginal peoples' traditional knowledge of biodiversity conservation is exploited to the fullest by Parks Australia. Their knowledge is treated as well as utilized with the diligence that it deserves. This is not the case in the South African co-management model. Thirdly, the SANParks is the only custodian of authority on issues of biodiversity conservation. SANParks has the right to reject activities of all kinds that it deems in contravention or a threat to biodiversity and conservation. This is the case especially when it comes to resource use inside the contractual park. This is in stark contrast to the Australian model of co-management where the wish of the indigenous people is tantamount to the proverbial command. (Reid, et al, 2004).

However, some instances of commonality can be discerned from the co-management of both the countries' models. The most significant being the fact that both countries' contractual National Parks have not reached self financial sustainability. They are all still reliant on external funding for sustenance, especially governmental financial support.

2.14 Chapter Summary

This chapter presented a sad global history of evictions for conservation up to the regional level while highlighting the pain and suffering afflicted to the communities involved in these

atrocities. The chapter also highlighted how developments towards the eradication of this inhuman scourge of evictions for conservation were advanced and propagated by various institutions and organizations.

The chapter also introduced the sustainable livelihoods paradigm which is the basis of this study. The chapter concludes by briefly highlighting the evolution of contractual national parks in South Africa (after the advent of the democratic dispensation in 1994) as a way of redressing the injustices unleashed on helpless communities who were victims of violent evictions from their indigenous lands for the purposes of exclusionary fortress biodiversity conservation.

Lastly, this chapter gives a brief overview of the Australian model of the management of Contract Parks compared to their South African counterparts. This was done to assist in benchmarking the local agreement implementation with that of a country which has experienced co-management for a comparatively longer period.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter introduces the reader to the research philosophy, research methodology, research design, sampling, and sampling procedures that the researcher employed for this study. The section also outlines the data collection methods that were used as well as how the data was analyzed and interpreted. The researcher also explains how the risks of validity and reliability were mitigated. The section also highlights the ethical issues that were adhered to and observed by the researcher for the entire study period.

3.2 Research Methodology

Research methodology is the general approach the researcher takes in carrying out the research project. This approach dictates the research tools the researcher selects (Leedy and Omrod, 2001). Research methodology involves the whole aspects of conducting a research project, developing appropriate methods of data collection, and comparing different techniques and methods. Silverman (2000) asserts that the whole issue of methodology is about explaining why certain methods and techniques were preferred over others. It is also about the types of instruments employed to collect data, analyze, and interpret it.

This study evaluated the impact of the Pafuri Agreement on sustainable livelihoods of the Makuleke community using the sustainable livelihoods approach of Robert Chambers (1996) and the Department for International Development (DFID, 1999). The criteria for evaluation were as outlined in the preceding chapter (Literature review). This study was both descriptive and evaluative in its nature and aimed at generating findings that could be used to improve or change the status quo of the Makuleke community, hence placing itself on the applied research category of social science research.

The qualitative evaluative research design was adopted. This is because the researcher aimed to draw out vital information using discussions that prompted the Makuleke community to talk in their own words about how the Makuleke Concession impacted on their sustainable livelihoods from 1996 to date. The qualitative design also enabled the current researcher to use such data collecting techniques as face-to face in depth interviewing, as well as primary data sources; literature and archival materials such as pictures of the Makuleke community in the Pafuri Triangle before the evictions. These qualitative data collection methods allowed for

flexible data extraction from respondents using both structured and unstructured interviews that enabled the researcher to extract as much data as possible from the research subjects.

The researcher's choice of the qualitative research design was also because this design subscribes to constructivism and interpretivism. Constructivism and interpretivism aim at understanding the world as others experience it. The researcher aimed at understanding how the Makuleke people understood, perceived as well as interpreted their current reality after entering into an historic agreement with the South African National Parks and the Minister of Environmental Affairs. Furthermore, interpretivists believe that reality is socially constructed. Interpretivists believe that reality is an individual or social construct, it is how an individual or a society perceives it. Interpretivists maintain that knowledge that is true is knowledge that can help empower and transform people's lives. The purpose of research, per the interpretivists, is to empower people such that they can change the status quo (Neuman, 2011). The researcher aimed at understanding social life and the meaning that the Makuleke community attach to their everyday lives after entering the agreement. In addition, the qualitative research design also enabled the researcher to triangulate data collection methods, which ensured reliability of the research findings (Sarantakos, 1997).

The qualitative evaluative design elicits participants' accounts of meanings, experiences, or perceptions. Fouche and Delport (in de Vos, 2000) assert that qualitative research produces descriptive data in the participants' own written or spoken words.

The qualitative research methods helped the current researcher to draw out vital information from respondents via in-depth face to face interviews, developing discussion and getting people to express their opinions in their own words. In addition, the qualitative data collection methods ensured that data is flexibly extracted from research subjects using structured, non-directive and guided interviewing techniques. The philosophical underpinning of this study is interpretivist social science (Leedy and Ormrod, 2014).

3.3 Sampling and Procedure

In qualitative research, it is important to select a sample that will best approximate the characteristics of the population from which inferences will be made (Wolcott, 1995).

A sample is a subgroup of the target population that the researcher plans to study for generalizing about the target population (Creswell, 2012). Mouton, (1996) defines sampling as a systematic selection of the target group which will represent the population being studied.

This study used the non-probability random sampling method. Non-probability sampling does not afford each member of the population an equal chance of being included in the sample. The odds of selecting an individual are not known because the researcher does not know the members of the population. Non-probability sampling was chosen by the researcher because the researcher aimed at using the purposive random sampling method, a sub-type of non-probability sampling, where only respondents who are knowledgeable on the issue at hand were involved. The purposive random sampling strategy is a strategy in which settings, persons, or events are deliberately selected for the important information they can provide that cannot be acquired from other choices (Patton, 1990).

The total population of the Makuleke Village is around 10 000. This population comprises of two groups of residents: List A residents and List B residents. List A residents are those residents that lived in the Pafuri triangle (or the descendants thereof) before the forced evictions of 1969. List B residents are those residents that joined the Makuleke community in their new settlement from other areas. List B residents never lived in the Pafuri Triangle.

The List A residents were, therefore, the focus of this study as they were the ones who had experienced life in both the Pafuri triangle as well as in their new area after the forced resettlement. It is worth mentioning that not all List A residents are still alive, as some were already old when they were removed from the Pafuri Triangle.

A sampling frame of 5 000 List A residents of the Makuleke community was made available to the researcher. Because there were very few List A residents who were eligible to participate in the study, the researcher (with the help of the Tribal Authority) condensed this to a list of 100 households that were eligible to participate in the study. These households had elderly residents who had lived in the Pafuri Triangle and were still alive to provide the researcher with the data relevant for the study. From the 100 households 20 households were selected. Every 5th household was selected for participation in the study.

3.4 Data collection methods

The researcher was allocated a research guide by the Makuleke Tribal Authority. The Makuleke area, being an area of research interest by various scholars, has a pool of such guides readily available to assist researchers as well as general tourists. The guide's role was to take the researcher wherever he chose to go and introduce him to the selected respondents and officials. This kind of arrangement assisted the researcher, as the guide was very well known having worked with many other researchers in the community before. This facilitated the question of trust and the establishment of a good rapport between the researcher and the

respondents. The research guide, it should be emphasized, only assisted with the introductions and formalities. He did not take part nor listen in on the interviewing process as this could have intimidated the respondents. No translations were necessary as the respondents were speakers of the Xitsonga language, the first language of the researcher.

The advantages of using in-depth face to face interviews were that as the researcher listened carefully to the responses given by the respondents, the researcher could discern subtle yet meaningful cues in the respondents' expressions, questions, pauses, as well as occasional sidetracks (Leedy and Ormrod, 2014).

20 households were subjected to in-depth, structured, and semi-structured interviews using both closed and open-ended questions prepared by the researcher (see annexure 4). From each household interviewed, the elderly supplied data related to livelihoods strategies in both the Pafuri Triangle and the new settlement. The interview questions sought to elicit data regarding human assets (the physical ability to pursue a livelihood strategy, natural assets, physical assets, financial assets as well as social assets. The younger household members assisted with information that the elderly were not well versed with, for example, educational information such as educational Levels achieved by household members or where some household members had migrated for employment purposes, as well as the kind of work they were doing. The younger members of the household also provided data relating to qualifications as well as financial assets. The elderly and the young in every household complemented each other significantly in providing valuable information regarding these crucial sustainable livelihoods analysis assets. At least two members in every sampled household were interviewed at the same time in every session.

All 20 households were subjected to the same questions (see annexure 4) to ensure that all the information provided and collected was consistent from one source to another. No mechanical recording of the interviews was done for fear of intimidating the respondents and thus compromising the quality and reliability of the information gathered. Furthermore, the participating households were not interviewed in a linear progression, to avoid household members influencing or preparing each other regarding the interview questions.

Two officials from the Joint Management Board (JMB); one male and one female, were also interviewed. Both open and close-ended questions were administered to the two JMB personnel. Two officers (both males), who stressed that their names never be revealed, from the South African National Parks were also interviewed.

The purpose of interviewing the JMB officials was mostly to get valuable information regarding the implementation of the agreement, the challenges as well as the successes thereof.

The researcher ensured that there was representativeness in the sample by making sure that all stakeholders in the study area were purposefully selected for in-depth interviewing.

Interpretivist social science researchers depend almost entirely on lengthy in-depth interviews with a carefully selected sample of interviewees. The researcher listened carefully as participants described their everyday experiences related to the phenomenon under study (Tesch, 1994)

Complimentary to the 20 households, the researcher also made use of four senior citizens, two males and two females of the Makuleke community. The four senior citizens were the custodians of the social rituals of the Makuleke people. They commanded immense knowledge on cultural activities such as song and dance, as well as the social arrangement of livelihood activities such as the hoarding of food in preparation for shocks and stresses. The motivation for using this group in this study was that the elderly citizens of the Makuleke community are custodians of valuable information on how things were in the Pafuri Triangle before the eviction; how the community earned their sustainable livelihoods what types of assets, stocks of resources, as well as accesses they had. These were compared to the way they earned their livelihoods presently and show what gaps or opportunities have arisen in the new dispensation. In cases where there were discrepancies and gaps from the in-depth interviews, the groups supplied valuable information regarding how they had or had not been empowered or capacitated to be able to diversify their sustainable livelihoods to adjust to their current situation.

Another reason for adding these four was to create sort of a control measure that would corroborate the responses the researcher received from the 20 households, especially regarding social and natural assets as well as other ancient sustainable livelihoods strategies that the Makuleke people depended on in the Pafuri Triangle, to live sustainable livelihoods. These four were interviewed individually at their different places of residence as it was not easy to arrange to meet them as a group.

The research interview could be defined as a two-person conversation initiated by the interviewer for purposes of gathering, describing, explaining and processing research relevant information focused on the content of a specific research problem, hypothesis and objective

(Cannel and Kahn, 1968). The researcher used open-ended in-depth interviews based on structured questions. Notes were taken during the interviews.

The researcher also made use of public documents to collect data related to the nature of the lease agreement. The Master Plan for the Conservation and Sustainable Development of The Makuleke Region, March 2000, a document prepared by the Joint Management Board, was a source of vital data relevant to this study. Supplementary to these, documents, such as archival materials, official memos, minutes and records were requested and perused when the need thereof arose.

The in-depth interview afforded the researcher personal or face to face contact with the respondents. In this way, the researcher had the advantage of eliciting more information by on-the-spot probing questions. The researcher also had the advantage of clarifying the interviewees on issues and questions that they did not understand. In-depth interview data collection method also helped the researcher to form some judgments of the adequacy and reliability of the respondents' responses and, consequently, received relatively accurate and truthful information (Neuman, 1997)

The rapport that the researcher developed between himself, and the interviewees helped to clarify the aim of the researcher for the respondents, as well as to enable the researcher to obtain confidential information from both literate and illiterate respondents. The use of structured interview questions which are less rigid enhanced the researcher's ability to be flexible and could delve into the issues at hand.

3.5 Data analysis and interpretation methods

De Vos, (2002) defines data analysis as a process of bringing order, structure and meaning to the mass of collected data.

Although experts disagree regarding the best approach for data analysis, the researcher used Corbin and Strauss' four-step (2008) data analysis model of: open coding, axial coding, selective coding, and theory development. A basic principle of qualitative research is that data analysis is conducted simultaneously with data collection, which allows the researcher to progressively focus on the interviews and observations and to decide how to test emerging conclusions (Coffey and Atkinson, 1996).

Strategies for qualitative data analysis fall into the following three groups; categorizing strategies such as coding and thematic analysis, connecting strategies such as narrative analysis and individual case studies, as well as and memos and displays (Coffey and Atkinson, 1996)

After the researcher collected data from the respondents, the data was fractured and rearranged into categories. This facilitated comparison between items in the same categories and between categories. These categories were inductively generated from the research and from the interviewees. This made it much easier for the current researcher to develop a general understanding of the experiences of the Makuleke people under the concession with the South African National Parks, to generate themes and theoretical concepts, as well as to test general ideas. Data was divided into segments and scrutinized for similarities that suggested categories and themes. After the data was categorized, the researcher examined the categories for sub-categories. Axial coding was done by looking for the interconnectedness of categories and the sub-categories. This was achieved also through the constant comparative method of moving back and forth between data analysis and data collection. Selective coding was done through a combination of the data categories and the interconnections between themes and sub-themes. This created a story line or assumptions that ultimately became the findings of this study.

The purpose of data analysis was to understand, extract meaning and to develop themes about how the Makuleke community had been impacted upon by their agreement to co-manage the Pafuri Triangle with the SANParks.

The purpose of conducting a qualitative study is to produce findings. Patton, (2002) stresses that qualitative data analysis transforms data into findings. The researcher reduced the volume of raw information, sifted significance from truth, identified significant patterns and constructed a framework for communicating the essence of what the data had revealed.

Furthermore, after data management and organization, the researcher immersed himself in the data. This enabled the researcher to write memos and generate categories, themes, and patterns emerging from there. The researcher then coded the data using themes, tested emerging understandings, and searched for alternative explanations, by critically challenging patterns that seemed so apparent. This process helped the researcher by demonstrating why explanations that respondents gave were the most plausible. This assisted in enhancing the credibility and reliability of the findings that this study came up with.

3.6 Reliability and Validity

Creswell, (2009) recommends for reliability, validity, and generalizability of the research findings, that the researcher should check transcripts to ensure that they do not contain obvious mistakes made during transcription. The researcher also ensured that there was no drift in the definition of codes and a shift in the meaning of codes during the process of coding. The researcher also enhanced the validity of the research findings by triangulating the different data sources to build a coherent justification for themes. This is because if themes are built through converging several sources, validity is enhanced. The researcher also subjected the preliminary research report to scrutiny by the participants. The participants confirmed the accuracy of specific descriptions and themes. The clarity of the bias that the researcher went into the field with was also declared beforehand. The researcher's background, such as their gender, culture, history, and socio-economic origin did not, in any way, taint the findings of this study. The researcher also enhanced reliability through the presentation of negative or discrepant information, by spending a prolonged time in the field and through peer debriefing, as well as using the services of an external auditor.

Some of the strategies that the researcher employed to mitigate validity threats, as recommended by Miles and Huberman (1994) were: intensive long-term involvement, intensive interviews, respondent validation, identifying and analyzing discrepant data and triangulation. In addition, the same questions were asked with different households at varying times for the purposes of triangulation and consistency. Follow up discussions were also conducted with the four selected elderly residents of the village who had knowledge of specific issues that were mentioned by the respondents. Information supplied was also completed by the researcher by observing some of the activities done by the residents on the village in pursuit of their livelihood strategies (see Figures 24,25 and 26).

Intensive long-term involvement entailed that the researcher stay at the Makuleke area for a prolonged time. The researcher was in the field, for interview purposes (including piloting), for ten (10) months, excluding the Covid 19-induced lockdown period. This assisted the researcher to establish the requisite rapport that enabled him to gain the trust and confidence of the respondents. As a result, they opened up freely and voluntarily as they no longer perceived the researcher as a stranger. A prolonged stay in the Makuleke area also assisted the researcher in issues such as verification of facts from respondents who were interviewed previously. Long term involvement was supplemented by long in-depth interviews which enabled the current researcher to collect rich data. Respondent validation was achieved through the researcher having to interview some respondents more than once. This was made

possible by the rapport that was established between respondents and the researcher. Discrepant data, data that contrasted the findings of this study was acknowledged and was duly reported in the research report for readers to draw their own conclusions. Though the study was qualitative in nature, some data was quantified, expressed in percentages, for example, to assist in justifying some of the researcher's conclusions in the research report. The researcher also enhanced the validity of the research findings by using structured and unstructured interview techniques, as well as by using quasi-statistics to arrive at the findings. Furthermore, respondents of different sexes, age groups and backgrounds were also intensively interviewed to eliminate bias in the final reporting of the research findings.

3.7 Pilot Study

The present researcher conducted a pilot study with randomly picked respondents prior to the commencement of the individual interviews. Leedy, (1993) believes that the purpose of the pilot study is to ensure that the interview questions are clear, understandable, and free from bias. The purpose of the pilot study is also to test the proposed research instrument (Creswell, 2008). Another reason for performing the pilot study is to identify issues and problems that might arise from the study beforehand. The pilot study helped the researcher pre-test the research tool (interview questions). The pilot study helped the researcher in fine-tuning the interview questions for the main enquiry by eliminating the possibility of ambiguity and misinterpretation, as well as to determine whether other methodologies envisaged in the study such as, sampling, instruments and analysis are adequate and appropriate. The pilot study also served to work out the links in the study protocol before the larger study was launched.

The pilot study conducted was not only restricted to the pre-testing of research tools only. Instead, a pilot study of the latest literature on livelihoods and conservation was also vigorously undertaken. Computerized library databases were perused for all available literature that was broadly and specifically relevant to sustainable livelihoods and biodiversity conservation. Through the pilot study, the researcher benefitted immensely because a wealth of information was gathered from journals and other documents that contained the most recent information related to the field of this study.

Feasibility of the study pilot was also considered. No unforeseen problems were apparent. Respondents were readily available by prior appointments. In addition, respondents stayed near to each other. Furthermore, the study area was highly accessible both on foot and by car, as the roads were highly navigable. The study area also looked a safe area in which to

conduct the study for all parties involved both day and night despite the incessant hot summer conditions during the daytime.

A pilot study with all officials was not conducted due to the tight schedule of same and because some officials, especially JMB officials from the SANParks side who were not readily available to participate in the study. Distance also played a role in this regard, some JMB officials from the side of the SANParks are based in Skukuza which is approximately 380 kilometers from the Pafuri gate.

3.8 Ethical Considerations

Research ethics is basically about the means of ensuring that vulnerable people are protected from exploitation and other forms of harm. Ethics are basically defined as rules or standards for governing the relations between people to benefit all concerned, with mutual respect for the needs and wants of all parties concerned. Ethics in qualitative research are a portrayal of the quality of the research (Given, 2008)

The researcher conformed to the ethics of conducting research by ensuring the following.

3.8.1 Consent to conduct research.

Relevant authorities were consulted, and permission was sought to conduct the research. Relevant community structures were also consulted. Letters were sent to the Makuleke Tribal Authority to inform them of the intent to conduct a study in their village. Permission was duly granted, through an official written reply, to the current researcher (See appendices 1 and 2).

The sampled respondents were physically contacted and requested to participate in the study. The importance of their participation in was emphasized. All respondents provided informed consent to participate in the study after all their rights were highlighted to them, especially the right of the respondents to withdraw from the study at any stage thereof (See appendix 3).

Informed consent is an agreement with an individual to participate in a study having been informed of the study's procedures and potential risks, Mitchell, and Jolley (2001)

The researcher informed every participant of the processes and risks that they may expect during their participation in the study.

3.8.2 Potential risks and discomfort

De Vos (2005) states that during the research, there is a possibility that respondents might be harmed emotionally or physically. The researcher, therefore, debriefed the participants and respondents to dispel any discomfort that the involved parties might possibly experience.

The nature of this study presented no risks. However, some respondents refused to participate in the study and refused to divulge the reasons thereof. Fortunately for the researcher, especially due to the assistance of the field guide, who is well-known in the community, most of the respondents participated freely and willingly in the study although some preferred using pseudonyms. The privacy of respondents was guaranteed through making of prior appointments with the respondents regarding the places and times of the interview sessions.

3.8.3 Potential benefits to participants and to society

Benefits that will accrue to the Makuleke community and the JMB were made known to the participants in the study. It was stressed to the participants that the findings of this study will be publicized and a copy of same will be made available to them. The tribal office was also promised a copy of the research report. It was also highlighted to the respondents that there would be no financial rewards for taking part in the study (See appendix 3).

3.8.4 Confidentiality and anonymity

All participants were assured that anything they said and all information they provided shall be kept strictly in confidence and will under no circumstances be divulged to a third party (See appendix 3). Participants were also given a choice of using their own names or pseudonyms if they so wished. The respect of respondents' privacy was ensured by making prior arrangements of the time and venue for the interviews and by adhering to the agreed times of the interview sessions. Finally, most of the interviews were conducted in the comfort of the respondents' homes.

3.8.5 Participation and withdrawal

Participants were informed of their right to, at any moment, withdraw from participation in the study without consequences of any nature (See appendix 3). There were, however, no participants who withdrew during the interview process. There were some respondents, however, who changed their decision to participate in the study, some at very short notice. In such instances, suitable willing replacements were made.

3.8.6 Ethics in writing and reporting

The researcher made an undertaking that he would not use words or language which would be biased against persons based on political affiliation, gender, sexual orientation, racial or ethnic group, disability, or age. The researcher also undertook not to suppress, falsify or invent findings to meet his needs or an audience's needs. The researcher also pledged that the findings of this study would under no circumstances be used to pit groups of people against each other. The current researcher stuck to these promises throughout the research. The report is thus not tainted by any social, political, religious, gender or economical bias of any kind.

3.9 Limitations of the Study

De Vos (2005) believes that potential limitations are often numerous, even in the most carefully planned research study.

The limitations encountered during the study process were minimal and hence did not have any considerable impact on the study findings. Thus, the researcher managed to mitigate around them. Initially, the researcher feared that the authorities might refuse access to the study area for one reason or the other. However, after the benefits of the study were highlighted to the authorities, open access was given. Furthermore, there was no interference or intimidation of respondents by the authorities.

The fact that the researcher and the research guide are speakers of the native language of the Makuleke community paved the way for a smooth interviewing process. This also went a long way in establishing a good rapport with the interviewees and made them very comfortable and willing participants.

The extreme hot summer conditions of the study area did not have any impact on both the researcher and respondents, as the most conducive times of the day were chosen for the administration of the research instrument. Almost all the interviews with the residents were conducted in the mornings. In addition, as a resident of the Limpopo Province, the researcher could easily cope with the incessant hot conditions of the Makuleke region.

However, the fact that some of the sampled participants were illiterate and seemed to know very little about the Makuleke Concession with the Kruger National Park, might have had an impact on the findings of the study. The researcher minimized the impact of such cases by

interviewing other purposively chosen respondents, though not necessarily disregarding the data provided by the illiterate respondents.

The fact that few participants were interviewed might be the one and only limitation that might have compromised the findings of the study and thus limit the transferability of the findings. The fact that the responses the researcher received from the respondents were similar to each other, however, eliminates the threat of the small sample limiting the generalizability of the findings. The responses provided almost the same sentiments and produced at the same themes in all the questions that were administered. As a result, the researcher had reached saturation point by the 11th household. The researcher, however continued with the interviewing process until the targeted number of respondents had been interviewed.

Interviews with the JMB and CPA officials were also conducted successfully. There were no difficulties encountered, especially because of their literacy levels. These officials are not employed by the Contractual Park on a full-time basis and were hence interviewed in their various places of work.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter presents, firstly, the data that was collected from the Makuleke households who were selected for participation in the study. A minimum of two members in each household were subjected to an in-depth interview. The most senior member of the household was selected to represent the entire household. However, other members of the households participated in the study when the elders could not supply some information relevant to the study; educational levels acquired, information about where household workers were employed and the kind of work, they were doing. Selection was based on household members' familiarity with the life in the Pafuri Triangle before the evictions of 1969. It is worth noting that the population of Makuleke residents who were removed from the Pafuri Triangle has considerably dwindled, mostly due to natural death and migration. All these respondents were subjected to the same research instrument (see annexure 4).

This Chapter also provides data from the Communal Property Association (CPA) and the Joint Management Board (JMB). These two authorities are at the coal face of the implementation of the Pafuri Triangle agreement on a day-to-day basis. These officials were also subjected to the same research instrument (see annexure 5). These officials were conveniently selected as they worked in institutions in the community and were hence readily available. One female and three male members of the JMB were interviewed. It is important to state that the members of the JMB interviewed also belonged to the CPA.

Twenty (20) households were interviewed for the purposes of this study from a sampling frame of 100 purposively sampled residents. Every 5th household from the sample was selected for participation in the study. All interviews for the residents were conducted at their residences. On the other hand, interviews with the officials were all conducted in their various places of work. The following are the demographic details of the respondents based on gender, age, and level of education.

It is also important to mention that this study set out to establish how the Makuleke agreement has been implemented to date, to identify the opportunities created by the agreement towards poverty alleviation, to assess the ways and means through which the Makuleke community was being empowered to fully take advantage of opportunities presented by the agreement, to identify bottlenecks encountered in the implementation of the agreement, as well as come up with recommendations and strategies to navigate around such.

To realize these objectives, relevant interview questions were crafted for both sets of respondents, the community members as well as the JMB (see annexures 4&5) respectively.

Responses to the interview questions were thus presented:

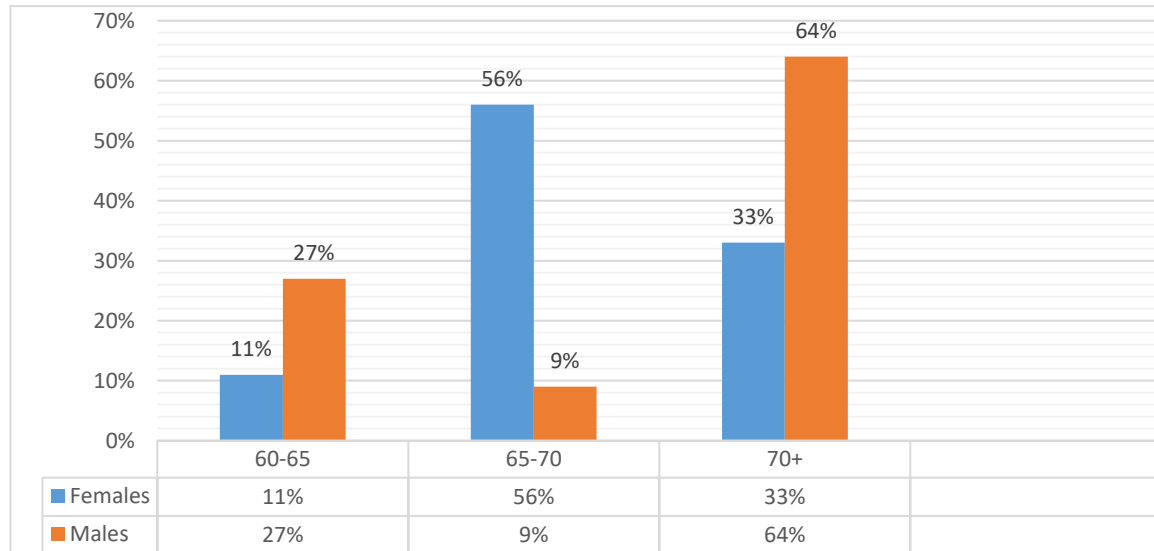


Figure 9: PARTICIPANTS' GENDER AND AGE STRUCTURE. (Source: Researcher 2019)

RESPONDENTS' EDUCATION LEVELS.

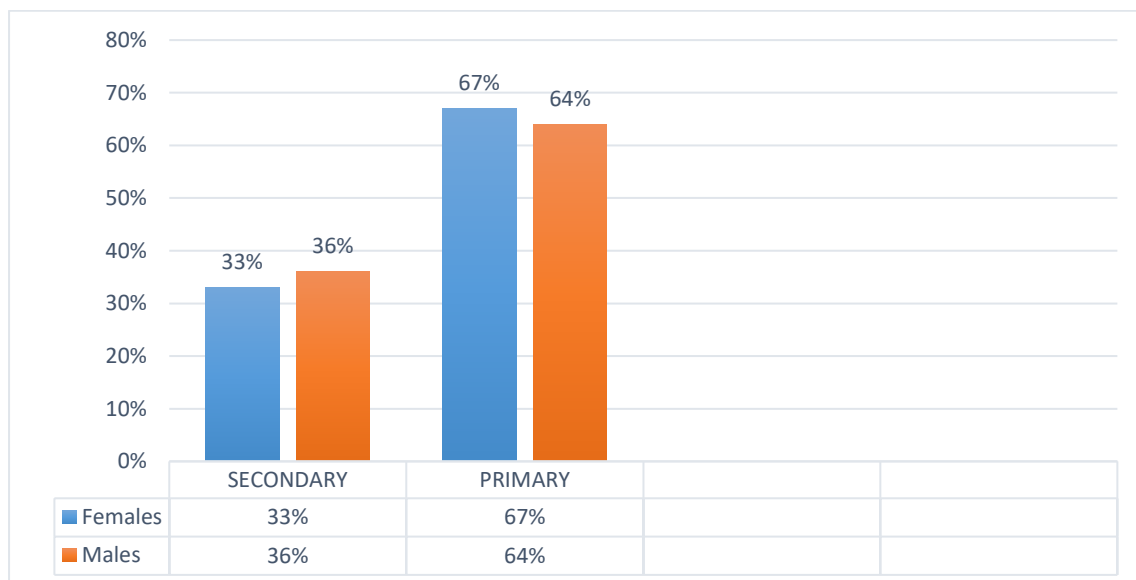


Figure 10: EDUCATIONAL LEVELS OF PATRICIPANTS

The level of education of participants can have an impact on the kind of responses they give to interview questions. For the purposes of this study, however, educational levels were not much of a factor as the research was about lived experiences that were independent of formal education. However, the formal education levels of the respondents were as follows:

11 males (55%) of the 20 respondents were interviewed. Out of this eleven, 64% have primary school level education while 36% had attained some secondary school education. 9 of the 20 participants were females (45%). Only 3 of the females (33%) had attained some secondary school education and the other 6 (67%) had completed primary school education. (See Figures 8a and 8b above).

Responses to the various interview questions were as follows.

Research Objective no. 1

Q1 How has the Makuleke Agreement been implemented to date?

This open-ended question sought to elicit the opinions of participants regarding their lived and perceived experiences of the implementation of the agreement; how the implementation had impacted on their sustainable livelihoods. The researcher expected the participants to express their views regarding that. Some of the responses were conventionally converted into a percentage of the 20 households that participated in the study.

4 (18%) of the participants reported that the agreement had been well-implemented, whereas the other 16 (82%) said that the implementation of the agreement has not been satisfactory so far but can still be improved upon, as a lot still had to be corrected and or changed. Amongst the challenges mentioned by the 16 respondents were, lack of the promised job opportunities for their children, absence of capacity-building to ensure the community benefit, nepotism in the recruitment of workers within the Contractual Park and the Tribal Authority. There are also those that said that opportunities to conduct business with the Contractual Park are hard to come by (see Figure 10, below).

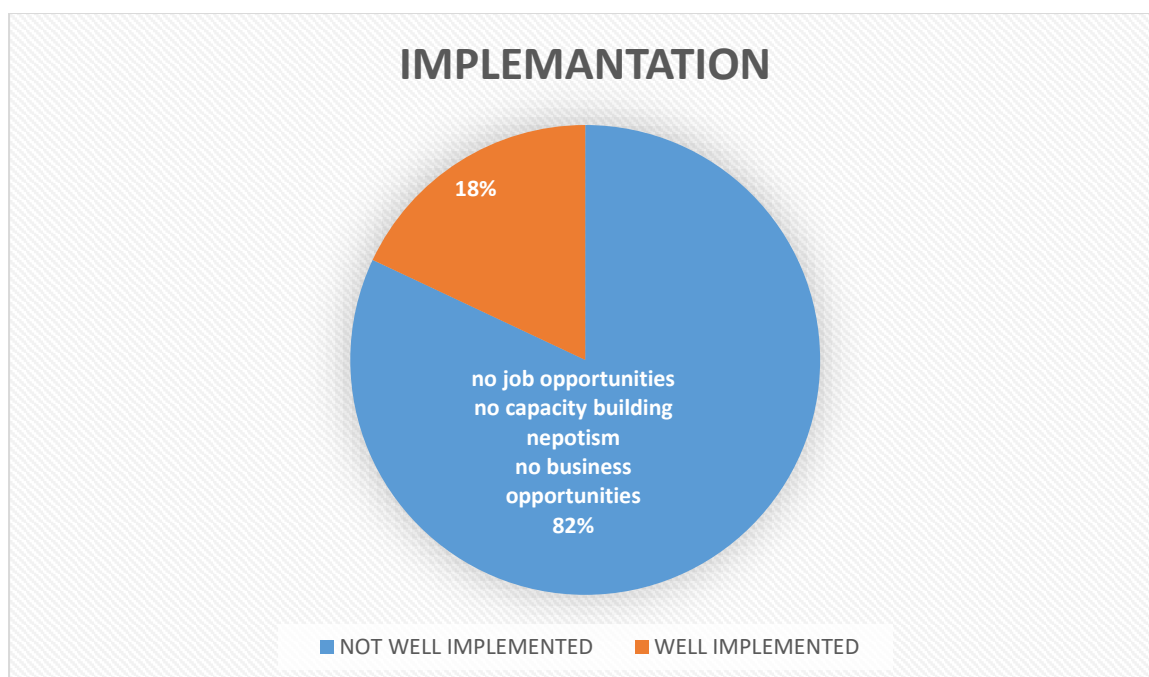


Figure 11: PARTICIPANTS’ OPINIONS ON AGREEMENT IMPLEMENTATION

Research Objective 2

Question 1

How do you earn your livelihood in Makuleke?

This question sought to investigate the various livelihood strategies that the participants engaged in to earn their livelihoods on a day-to-day basis. The question was meant to uncover their human, natural, physical, financial, as well as social assets which are necessary for individuals and households to have livelihoods that can be defined as sustainable.

13 of the participants (65%) reported that their livelihoods depended on the old age pension fund from national government, as well as on subsistence farming. 4 of the households (20%) were dependent on subsistence farming as well as support (remittances) from household members employed by the Kruger National Park, Government Departments and Pick n Pay Supermarket and elsewhere; 3 of the respondent households (15%) earned their livelihood through being self-employed and/or having household members who are self-employed in small businesses, such as glass fitting, building, hawking, as well as domestic work and clothing repairs.

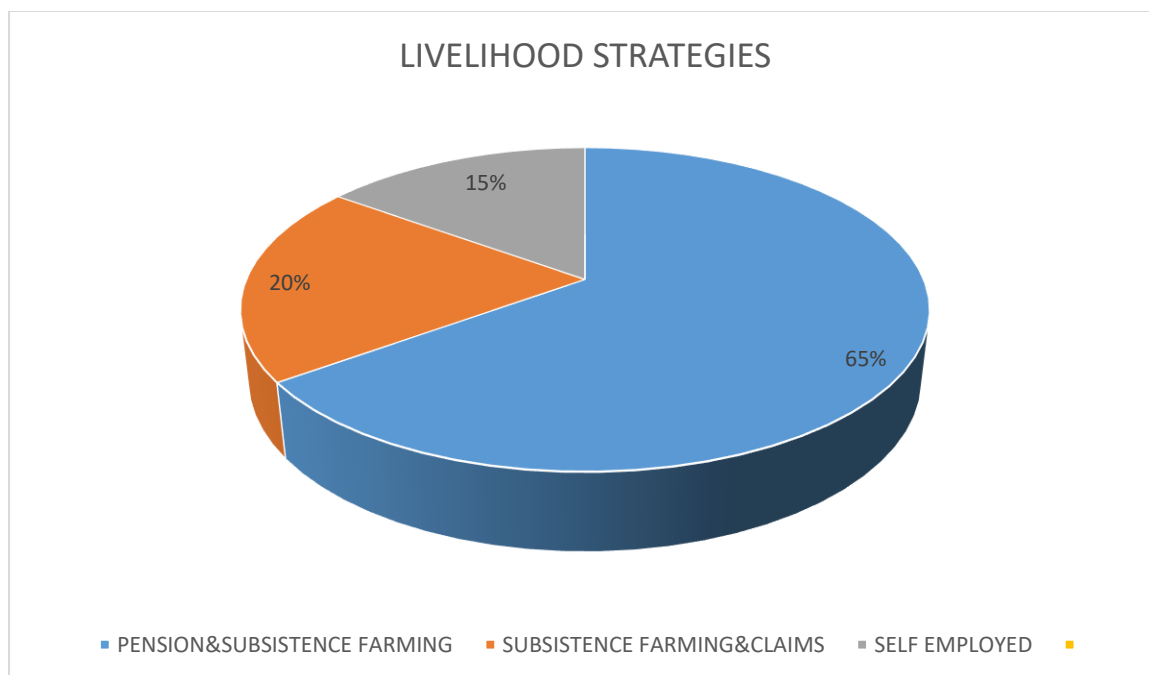


Figure 12: LIVELIHOOD STRATEGIES OF PARTICIPANTS

Question 2

How many household members are employed in the Makuleke Contractual Park?

The Makuleke agreement was hailed by all and sundry as a panacea; a solution for the eradication of the unemployment and poverty woes afflicting the Makuleke community. More than 20 years after the historic signing of the agreement, this question sought to verify whether the economic benefits were accruing to the community members, as expected from the Makuleke agreement implementation.

17 of the respondent households (85%) said that they did not have a household member who was employed in the Makuleke Contractual Park. 3 households (15%) reported that they had members employed in the Makuleke Contractual Park as housekeepers in some of the lodges, some worked for the Working for Water Organization that fights against alien species invasion in the park as well as in the Makuleke Agricultural Scheme that plants and produces bananas for export to a variety of markets locally and across the country.

Employment opportunities in the Contractual Park remain a mirage (as depicted by Figure 12, below) for most residents in the Makuleke community. Various reasons were advanced by officials for this situation, such as insufficient income generated by the Contractual Park because of the seasonality of international tourists as well as lower-than-expected turnover,

as opposed to concessionaires' projections. The capacity and skills level of community members, though, is another noteworthy factor that contributes to this state of affairs.

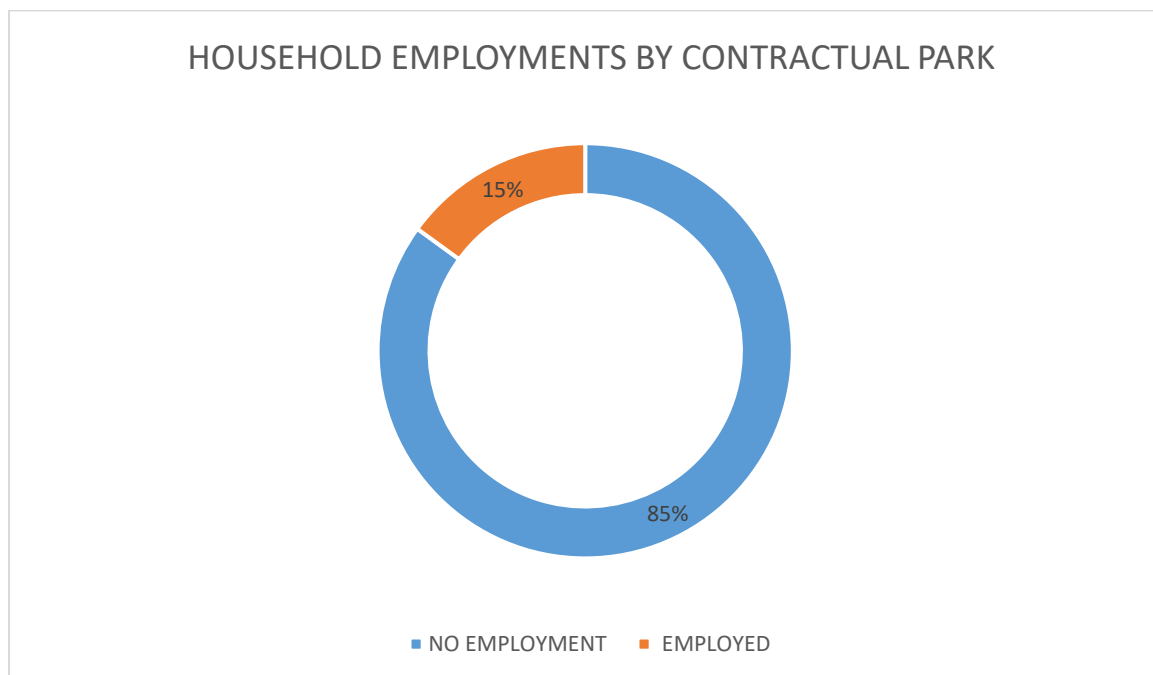


Figure 13: PARTICIPANTS APPOINTED BY CONTRACTUAL PARK

Question 3

How many household members are doing business with the Makuleke Contractual Park?

Another pervasive expectation after the signing of the Makuleke agreement was lucrative access to business opportunities that would be generated by the Contractual Park and made available to members of the community to exploit. This question sought out to assess the status quo, more than twenty years after the signing of the agreement.

19 households (95%) reported that they did not have a household member doing business with the Makuleke Contractual Park. Only one household had a member doing business with the Contractual Park supplying some Park lodges with table clothes and curtain belts for use by the lodges, as well as handbags for sale to tourists. It is important to mention that this household member doing this business was self-trained in her sewing skills. Lack of

entrepreneurship capacity and skills was sighted as the biggest disabler regarding the few residents doing business with the lodges in the park. However, there are some residents who are transporting workers to the contractual park lodges as a sustainable livelihood strategy, some respondents said.

Question 4: Do you feel you have enough capacity to do business with the Makuleke Contractual Park?

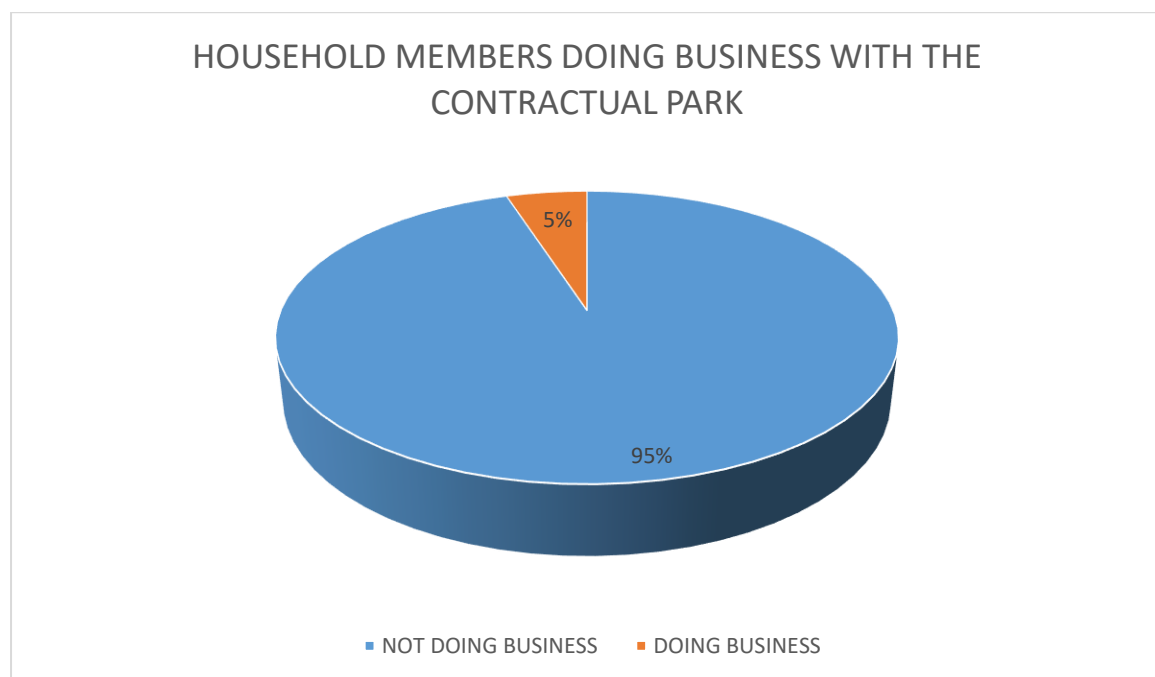


Figure 14: HOUSEHOLD MEMBERS DOING BUSINESS WITH THE CONTRACTUAL PARK

The ability to exploit business opportunities and other entrepreneurial activity with an entity such as the Makuleke Contractual Park demands human assets such as knowledge, skills, and training, as well as prior exposure (experience) to the world of commerce and trade. This question was meant to allow the respondents to do self-introspection regarding the capacity they have (or think they have) that qualifies them to do business with the Makuleke Contractual Park. Capacity also requires individuals having financial assets that will serve as capital for starting up a commercial venture. The Makuleke agreement model also binds contract partners to empower the community members with knowledge and skills that will enable them to ultimately manage the Contractual Park on their own.

None of the respondents and household members included, believed they had any expertise which would qualify them to exploit business opportunities available in the Contractual Park. However, household members of some respondent households, did have qualifications that would provide them with employment opportunities in the Contractual Park. It is also important to mention that the qualifications that these household members possessed were limited to certificates only. There were neither diplomas nor degrees. Some of the certificates were in; Game ranging and Conservation, Information Technology, Traffic Management, Building and Construction, Travel and Tourism as well as a Nursing. Some household members argued that the Drivers' licenses they possessed qualified them for employment in the Contractual Park as drivers. However, they conceded that the number of license holders in the Makuleke community might be more than the park needs.

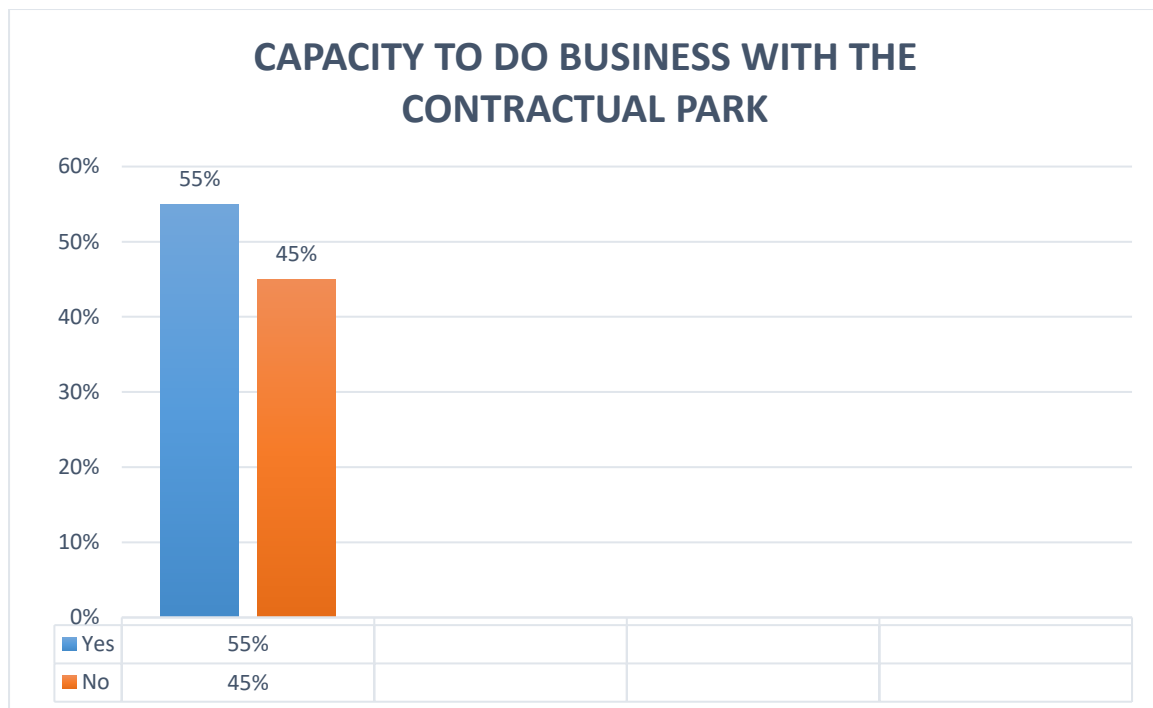


Figure 15: PARTICIPANTS' CAPACITY TO DO BUSINESS WITH THE CONTRACTUAL PARK

Question 5

Do you feel that the Makuleke Contractual Park belongs to you?

The Makuleke Contractual Park was so named after its official hand over to the Makuleke people in 1994. When the Park was still called the 'Pafuri Triangle' and owned by SanParks (KNP), the Makuleke people did not regard it as their property. This question was meant to elicit if, after more than 20 years of official hand over, they felt that, indeed, the Contractual

Park was their property; their natural asset that they could depend on for their sustainable livelihoods. The researcher assumed that responses to this question would confirm their views on how the Makuleke agreement had been implemented to date. Respondents' reactions to the question were as follows.

Opinions to this question were evenly split, as 10(50%) of the respondent households reported that they felt and were proud of the fact that the Contractual Park is theirs after being taken away from them. However, the other 10(50%), said that they are yet to feel that the park was, indeed, their property. The latter said they were yet to see and feel the ownership of the Contractual Park through discernible benefits and, this would only happen, if the Contractual Park starts to impact on their sustainable livelihoods and general welfare (See Figure 15 below). As things stand, some respondents said the park belongs to a selected few who are connected to the authorities in the Makuleke Tribal Authority and workers in the lodges of the park. Lack of a feeling of ownership of, and identity with the Contractual Park centred around lack of employment opportunities, a failed promise of a share of the reparation fees that were promised, as well as nepotism. One respondent said she wished the SANParks could take the park back as it was not contributing anything to the livelihoods of her own household.

Respondents who said they felt the contractual park belonged to them alluded to the electricity supply in the area and schools that were built. They reported that they could both feel and see some benefits accruing to some community members, even if it is not them nor their relatives who were benefitting.

Some participants alluded to one household having five of its members working within the Contractual Park as an example of nepotism that led to them to believe that the Contractual Park belongs to those that are connected.

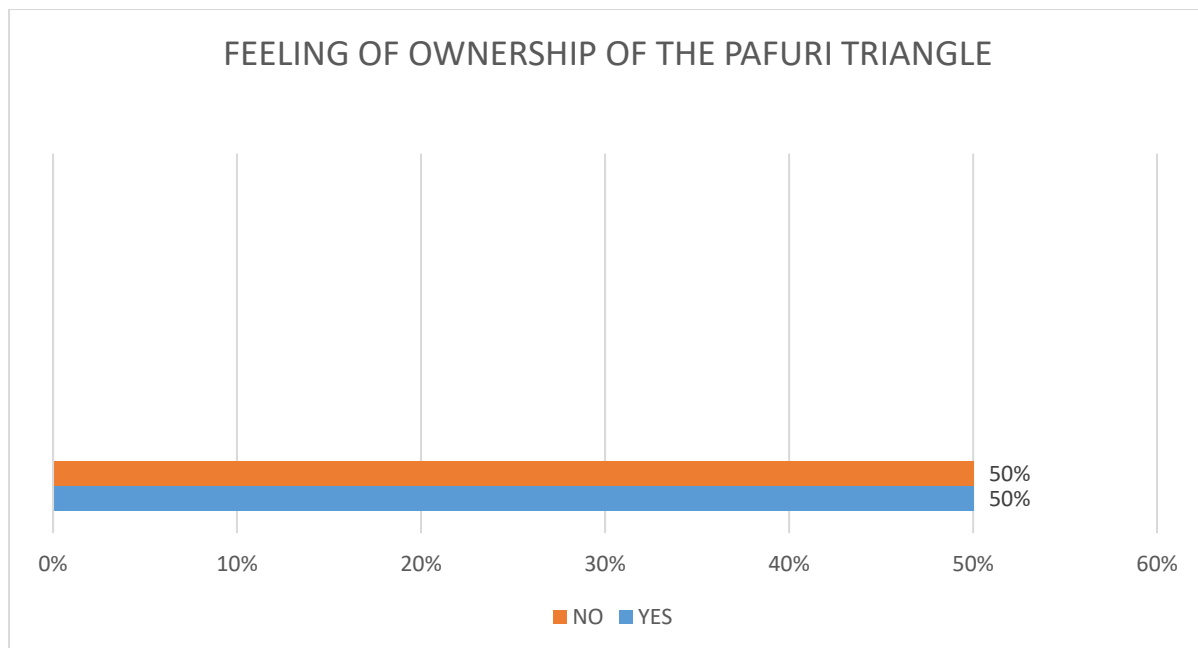


Figure 16: PARTICIPANTS' FEELING OF OWNERSHIP OF THE PAFURI TRIANGLE

Question 6

What do you miss the most, that was there in the Pafuri Triangle, that is no longer there in your current village, Makuleke?

This question was meant to have the respondents compare the sustainable livelihood strategies and resource endowments in the Pafuri Triangle with those enjoyed, currently, in the Makuleke village. The researcher wanted to establish what human, natural, physical, social and financial resources, were being used by the community to sustain them and enhance their ability to diversify their livelihood strategies in times of stresses and shocks. The respondents' responses would reveal which, between the two locations, provided better sustainable livelihoods than the other, as well as reveal whether the implementation of the agreement justified the decision by the Makuleke community not to go back to the Pafuri Triangle after the return of their land in 1994.

The participants mentioned an array of things that they missed that were readily available at the Pafuri Triangle. Among the things they mentioned were, abundant food supplies in the form of venison, 'mintonga' (traditionally dried biltong), subsistence farming in vast fertile fields, abundant supplies of water and fish from the Livhuvhu and Limpopo rivers. Respondents also missed the livelihood strategies that were purely independent of the money economy: everyone was 'rich', even though there was no money. Some respondents also

mentioned the absence of illnesses and crime. They were now and then affected by malaria, which could easily be cured using traditional herbs that they could get from the forest. One elderly respondent said that there was no need for crime, as everyone had almost everything they needed to earn a decent sustainable livelihood.

Some participants missed the vast and open landscape where they could freely roam, instead of the 'caged' existence that they were enduring at their new settlement. Some of the very old respondents missed the traditional social life of sharing, socializing in traditional beer ceremonies.

One participant said that there was 'God' in the Pafuri Triangle as opposed to Makuleke settlement where the devil is everywhere you looked. Some respondents yearned for the sparse settlements of the Pafuri Triangle as opposed to the nucleation of the Makuleke settlements which they said denied them of vast agricultural land and the extended family lifestyle of the Pafuri Triangle times.

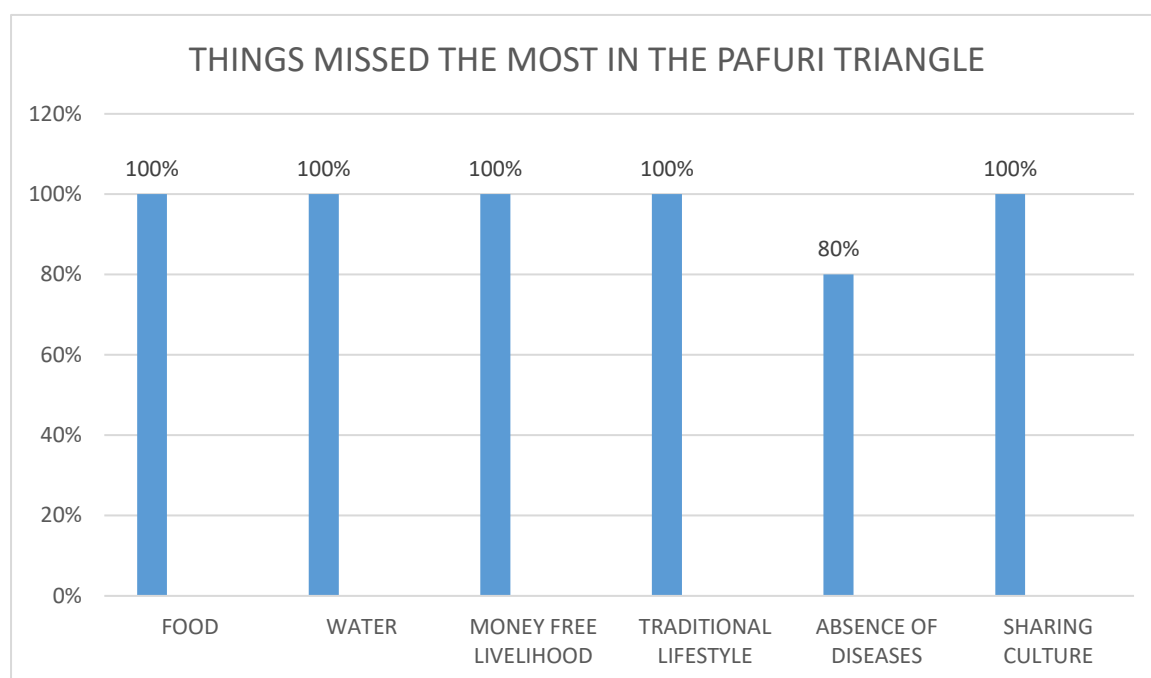


Figure 17: THINGS MISSED THE MOST IN THE PAFURI TRIANGLE

All the participants concurred that the most missed resources were abundant natural food supplies, perennial water supplies, the money-free bartering economy, and the sharing culture that ensured that no one household experienced hunger and poverty. The respondents also unanimously showed disapproval for the selfish livelihood tendencies within their current

settlement, where households were on their own (even when related). This they attributed to the limited and scarce resources, as well as the money economy in the Makuleke settlement.

Research Objective 3

Question 1

Since the implementation of the agreement, has any household member received any skills/vocational training of any kind?

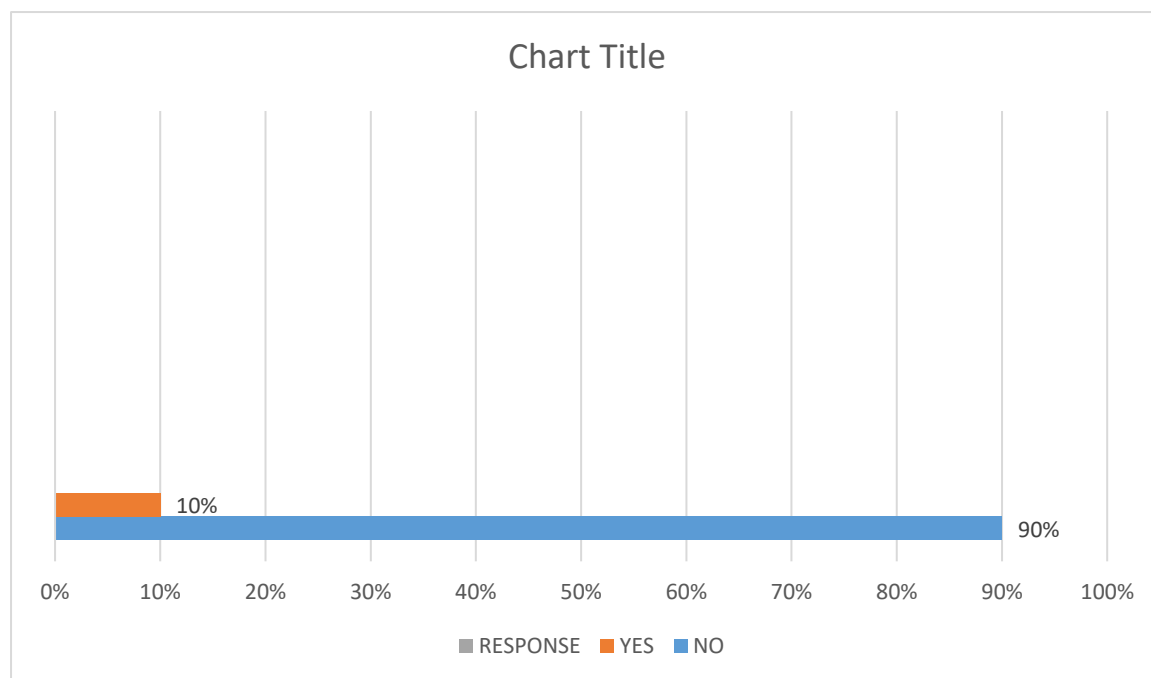


Figure 18: CAPACITY DEVELOPMENT/ BUILDING TRAINING/SKILLING BY DEVELOPMENT ENTITIES

The capacity to take advantage of employment opportunities and the ability to have a fighting chance in the job market depends on the level of education and skills training individuals possess or have gone through. The same applies when individuals must take advantage of business and entrepreneurship opportunities. This question was intended to address the research objective of investigating what assistance (towards capacity building) the Makuleke community was receiving from the authorities or on their own initiative, so that they could benefit on both employment and business opportunities that might accrue from the Makuleke Contractual Park agreement implementation.

Responses to this question, the researcher hoped, would also reveal how the community was being enabled to diversify their livelihoods as most of the livelihood strategies they dependent on in the Pafuri Triangle could not be or were not practicable in the Makuleke village setting.

18 households (90%) reported that neither they nor any family member had received any skills training or received any vocational training, to enable them to participate, through doing business or getting employment, in the Makuleke Contractual Park. However, 2 households (10%) had members trained as a Game Ranger and Conservation Officer by the Endangered Wildlife Trust (EWT). These two trained household members were still looking for employment opportunities though. The respondents indicated they knew of some residents who were taken for various capacity development and building studies training and workshops. Their concern was the community members could not all be absorbed by the Contractual Park and had, subsequently, left for greener pastures. Respondents also agreed that they did not have the requirements for both lucrative and menial jobs at the Contractual Park. They also wished they had the capacity and competence as well as entrepreneurial skills to qualify them or their family members for job opportunities and enable them to do business with the park or its lodges.

Question 2

Are there household members who have tertiary level education?

This question was targeted at assessing qualification levels of, both sponsored and self-sponsored members of each household, that enhanced the employability of respondents inside the Contractual Park and elsewhere in the diaspora.

18 participants (90%) did not have family members with either a diploma or a degree qualification amongst them. There were only national certificate qualifications. 2 households (10%) had sponsored tertiary level diplomas in Hospitality Management and in Nature Conservation. However, both were employed elsewhere, and not in the Makuleke Contractual Park, although they were sponsored by the Endangered Wildlife Trust (EWT) in partnership with the Makuleke Communal Property Association (CPA).

Figure 19: HOUSEHOLD MEMBERS' QUALIFICATIONS

Question 3

What are the challenges that you encounter related to capacity-building, so that you can benefit from the opportunities offered by the agreement?

This is a question that naturally follows on the preceding one and was intended to have the respondents give their opinions regarding what they believe should and could be done towards assisting them to qualify to benefit from opportunities provided by the Contractual Park.

All respondents indicated that training and capacity building are almost non-existent. They also highlighted that those that were trained in the past had not been absorbed and that some are working elsewhere, including the Kruger National Park, and not the Makuleke Contractual Park.

Regarding the question on gender, political and religious equity on opportunities offered in the Contractual Park, all respondents reported that they are not sure if it is there or not. The researcher, however, did observe that both sexes are equally visible in the lodges visited in the Makuleke Contractual Park.

The fact that there are some skills in the lodges in the Contractual Park that are performed by non-Makuleke residents did not sit well with some respondents (65%). However, some (35%) conceded that some of these non-Makuleke residents working in the Contractual Park possessed skills and capacity that they (Makuleke residents) did not have. Some respondents argued that the presence of non-Makuleke residents in the Contractual Park was because those that hired them are non-Makuleke residents. It was, therefore, not a question of lack of skills from the Makuleke side only, it was nepotism. In some respondents' opinions, the wrong people are doing the recruiting. All respondents, however agreed that Makuleke residents should capacitate themselves to take charge in high positions, such as Human Resource Managers, to ensure that the Makuleke residents also benefit.

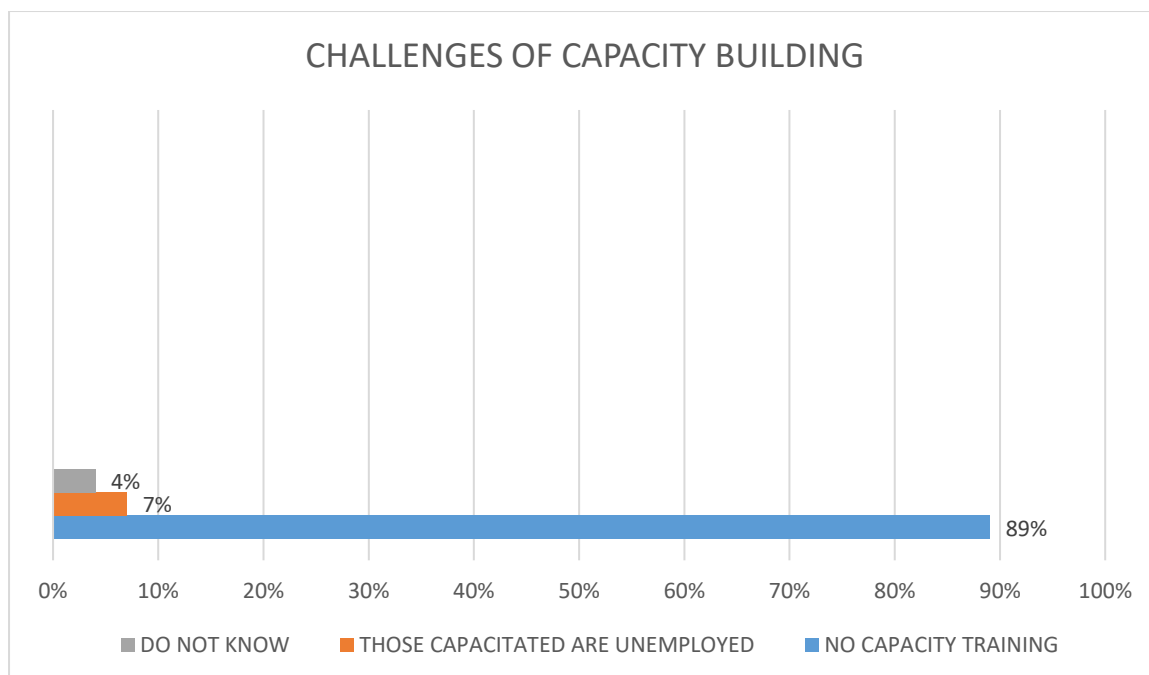


Figure 20: CHALLENGES RELATED TO CAPACITY BUILDING

88% of the participants indicated that, lately, capacity development is almost non-existent as they have never heard of any in the meetings called by the authorities, Tribal office or CPA, that they needed to attend. 6% said they did not see value in capacity development because those that were capacitated in the past were still unemployed and some of them were working outside the Contractual Park and the Makuleke area. However, they ultimately conceded that it would be better to be capacitated and wait for job opportunities than remain without training and skills. The other 6% said they do not know that there are any capacity development initiatives done by the authorities in the Makuleke community. They promised to ask around.

Research Objective 4

Question 2

What do you suggest should be done to address the challenges encountered in the implementation of the Makuleke Contractual Park Agreement?

Participants mentioned that for them to view the implementation as being successful, all deserving beneficiaries should be seen to be benefitting through employment of family members, skilling, and capacity development/building of Makuleke residents. This would enable them to participate in all opportunities offered by the agreement and ending nepotism in appointments to employment opportunities offered in the park. 70% also emphasized that

vacancies in the Makuleke Contractual Park should be fairly advertised and that authorities should come up with strategies to ensure that all who qualify know about these vacancies. All respondents indicated that authorities should ensure that, if possible, not more than one member from the same household gets employed at the Contractual Park to the disadvantage of households who do not have a single member working there. Some participants said they were still waiting for the reparation money they were promised they will receive, or else be informed why they were not paid the money. 30% of the residents said the powers that be in the park and the lodges should ring-fence employment in the park. They said they did not understand why outsiders can work at the park and its lodges when there were Makuleke community members who are not working. They stressed that this was a very serious concern to them.

Asked what they wished to see done by the authorities to address the challenges they have, most participants said they would like to see jobs generated in the Contractual Park and its lodges. They also wanted advertising for these job opportunities made to be transparent for every resident in Makuleke. Respondents also wanted an end to nepotism as well as the employment of what they described as 'outsiders' in the park and lodges in vacancies, unless if there was no local competency in that vacancy. Some respondents said they were awaiting clarity on the unpaid reparation funds that were promised to deserving Makuleke Households (see Figure 20, below).

Participants also mentioned capacity development as an area that they wanted to see prioritized, as this was one of the ways in which they could be enabled to take advantage of opportunities offered by the agreement.

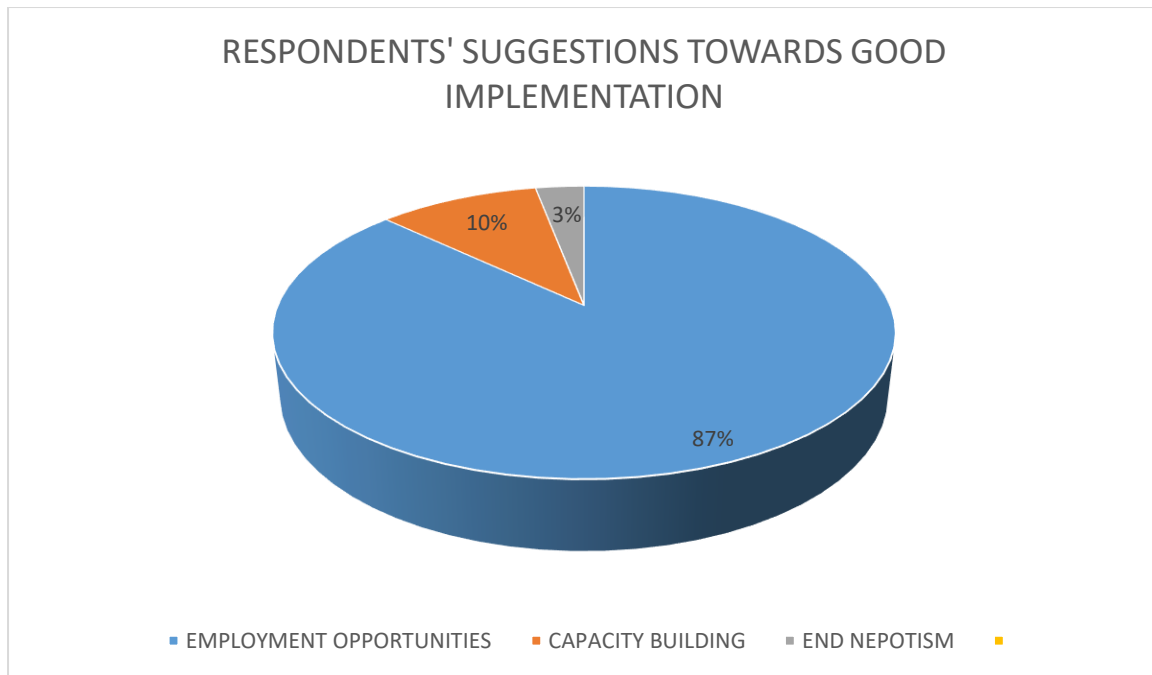


Figure 21: PARTICIPANTS' VIEWS ON GOOD IMPLEMENTATION

Question 3

The Pafuri Triangle Agreement is due for renewal in a few years' time, if you were to have your wish, would you want to have it renewed?

This question was meant to test the faith of the respondents on the implementation of the agreement. Opinions given would reflect on their views on whether the expectations they anticipated were being realized or if there are signs that they may realize these in the future. The researcher was 'testing the waters': the question was intended to check the consistency of the respondents, as almost similar questions had been asked, though in a different way.

5 participants (25%) said that the agreement should be renewed unconditionally as they believe that it is only a matter of time until almost every household starts benefitting directly or indirectly. 12 participants (60%) said that they supported the renewal on condition that reasons for the initial failure of the agreement to benefit everyone are given and clarity is given on how, this time around, everyone or a greater majority would benefit. 3 respondents (15%) said if they had their wish, The Makuleke Contractual Park agreement would be done away with, as it had not lived up to its expectations. Instead, it brought back memories of the pain inflicted by the eviction of 1969, they said. (See Figure 21 below)

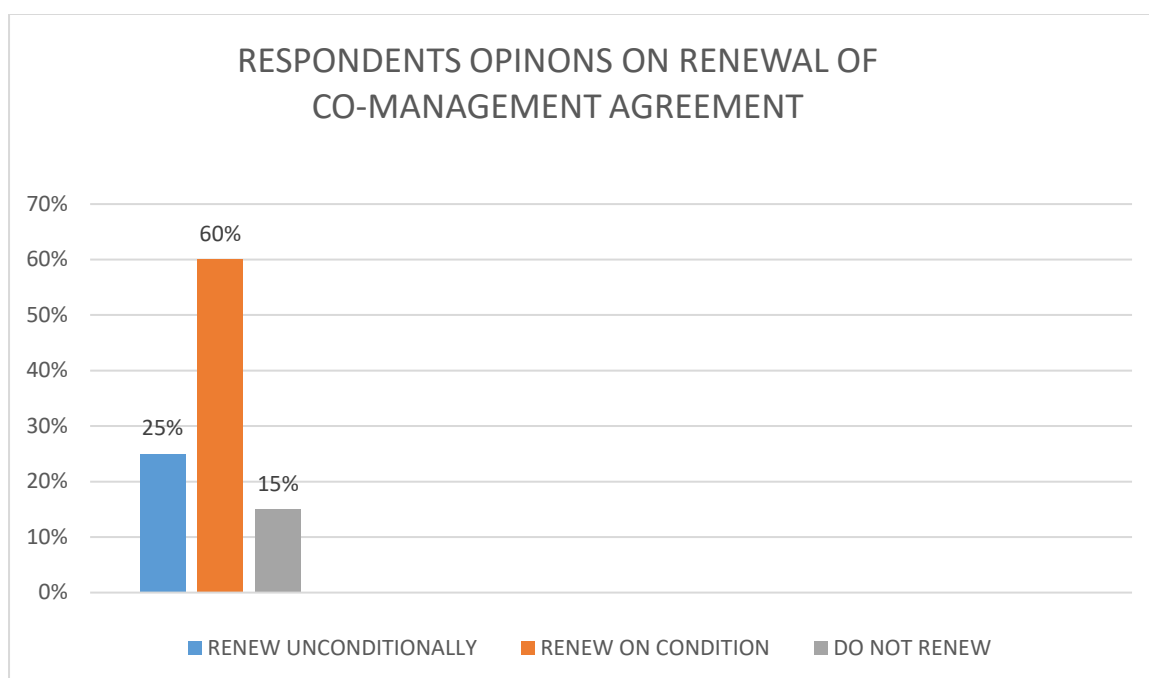


Figure 22: VIEWPOINTS ON RENEWAL OF CO-MANAGEMENT AGREEMENT

Responses from officials of the Communal Property Association (CPA) and the Joint Management Board;

The CPA are the owners (on behalf of the Makuleke community) of the Makuleke Contractual Park. Members of the CPA are elected by the community. The JMB is the governing body of the Makuleke Contractual Park. There are three members from the CPA who serve on the JMB (the other three members of the JMB come from the agreement partners, the SANParks. It is the responsibility of the JMB to ensure that the implementation of the Makuleke agreement benefits the entire Makuleke community.

It is the responsibility of the JMB to keep the Makuleke community abreast on issues pertaining to the dynamics and functioning of the Makuleke Contractual Park. The flow of information from the top (JMB) to bottom (CPA) and vice versa is of paramount importance in the agreement implementation. This responsibility lies with these two bodies. The CPA must, therefore, ensure that the transmission of information from the community to the CPA is smooth, regular and timeous. Furthermore, this information should be a true representation of the aspirations of the community.

It was, therefore, very important that members of these two institutions be interviewed so that they can share their experiences on the implementation of the Makuleke Contractual Park agreement.

Three officials were subjected to in-depth interviews. Some of these officials served in both the CPA and the JMB. Their responses, therefore, represent these two committees as the research questions for both sets of participants were the same. It is important to highlight the fact that these participants were not interviewed at the same time. Neither were interviewed at the same venue nor the same time.

Research Objective 1

Question 1

How successful has the implementation of the Makuleke Contractual Park agreement been to date?

The JMB, being at the coal face of the implementation of the Makuleke agreement, had to give their opinions and experiences on the way this agreement had been implemented to date. This open-ended question was designed to elicit their experiences so far.

All the officials concurred that the implementation of the agreement was rocky in the first 3-5 years because of a variety of reasons. The most notable setbacks were the fact that members of these committees from the Makuleke side did not have the requisite capacity and experience in joint-management issues. Members of the JMB from the SANParks side, on the other hand, had all the capacity, the experience and requisite competency in negotiations, as well as in the implementation of projects. One official also cited lack of gender balance as another cause for the poor implementation. Another official blamed the initial poor implementation on the fact that the JMB would not implement resolutions taken by the CPA.

Question 2

What discernible benefits have accrued to the Makuleke community since the implementation of the agreement?

The officials mentioned the following as tangible benefits that had accrued to the community: the building of a school, N'wanati High School (see Figure 27), the building of a crèche, electrification of the entire village and the installation of street lamps, the first village to have such infrastructure in the Vhembe District; the building of lodges that were employing more

than 70 youths from the Makuleke Community, the forging of partnerships with organizations that assisted in community development, such as the Endangered Wildlife Trust(EWT), Stellenbosch University, Eco-Training, Elsemore-Return Africa, South African Wildlife College(SAW), South African Tourism College.

The officials also initiated an Agricultural Scheme (see Figure 23) that had employed more than 230 workers from the community. This Agricultural Scheme, it should be stated, is not within the Contractual Park but just outside the Makuleke village. The officials also prided themselves in that they also constructed a canal (see Figure 27) that ensured tha a perennial supply of water from the Makuleke Dam (see Figure 24) to the Agricultural Scheme to enhance its production capacity.

The building of a state-of-the-art Clinic was another achievement cited by the officials. This clinic, they boasted, provides for the treatment of an array of ailments that are not available in a conventional village clinic (see Figure 40)

The building of a capacious Creche is another achievement cited by the CPA and JMB officials. All this infrastructure was constructed with money generated from the Contractual Park.

Attracting sponsors (The Friends of The Makuleke), as listed above, to take some of the community youth to various institutions of higher learning for training as a way of skilling and building their capacity, was another achievement worth noting (see Figure 40).

The officials conceded that more could have been achieved, thanks to the prevalence of extenuating circumstances that are highlighted in the following chapters.



Figure 23: The Makuleke Banana Agricultural Scheme. (Photo, Researcher 2020)

Food plots were also made available for capable community members to produce food for subsistence. Land for agricultural schemes was also made available for community members where they could produce food for themselves and sell the surpluses to other community members. The Makuleke dam was also constructed to ensure sufficient water supplies for the above-mentioned agricultural projects.

The settlement on the background of the Makuleke Dam (figure 40 below) is Makuleke Block H. This settlement is dominated by List B residents, who were not there during the 1969 evictions from the Pafuri Triangle but are also catered for by the dam.



Figure 24: The Makuleke Dam (Source, Researcher, 2019)

The Makuleke Dam is connected to the Banana scheme and the Food Plots through an approximately 4km canal that passes about 200m from the N'wanati High School gate. Food Plot owners, however, said that the white Banana scheme manager sometimes sabotages their water supply from this canal because he says they are wasteful and that the water supply is exclusively for the banana project. Food Plot owners alleged they sometimes went for months on end without water because of the Banana scheme manager. Officials disputed these allegations and claimed ignorance of such incidents but promised to make a follow up. Officials agreed that this practice, if it does occur, threatens the sustainable livelihoods of the Food Plot owners (See Figure 24, below)



Figure 25: A Food Plot Owner in Makuleke Village. (Source; Researcher, 2020)

Food plots are some of the assets that some Makuleke households have at their disposal to help them ensure their food supply and as a sustainable livelihood source. Some respondents however, complained of issues around the longevity of tenure for one household to work the land and earn a living therefrom. They claimed it would seem current users would be there ‘for life’ when they were supposed to rotate after a certain period. However, they could not state how long each user was supposed to work the land.

Officials confirmed, against the wishes of some participants, that each household who was currently working a food plot, is entitled to use it until they decide to pass it on to someone else of their own choice. There is no rotation in the use thereof, and it is the way things have been since the allocation of households to food plots.

Figure 25: The Makuleke Canal. It connects the Makuleke Dam to The Food Plots and the Banana Plantation (Source, Researcher, 2020)



Figure 26: The Makuleke Canal (Source, Researcher, 2020).



Figure 27: N'wanati High School in the Makuleke Village (Photo: Researcher 2020)

The High School (See Figure 27, above) is an asset the Makuleke authorities are very proud of. This institution was built by the community out of reparation funds, the officials said. The school has Grades 8 up to 12. The school caters for subjects such as Hospitality Studies as well as Travel and Tourism. Educators in the school told the researcher some of the workers in the Contractual Park are products from the high school. Some educators in the school are CPA and JMB members. The school also has an Environmental Club (Eco-Club), although it is not operating at full tilt currently.

Other tangible benefits that have accrued to the Makuleke community from the implementation of the agreement are, according to the officials, enhancement of their identity, a sense of ownership of the Pafuri Triangle, as they enjoyed the rights to the use of the region's resources, such as hunting rights, the right to commercialize the resources therein, the right to lease the land to concessionaires as well as the right to ensure that only the community members of the Makuleke are the beneficiaries of employment opportunities created inside the Contractual Park (see Figure 28)

Right	Ownership	Restrictions
<i>Alienation</i>	Makuleke CPA can sell, alienate or encumber land	SANParks has pre-emptive rights; must be notified of intent to sell and has first right of refusal
<i>Access</i>	The Makuleke CPA and community members are entitled to access	Subject to JMB policy
<i>Permanent Residence</i>	Not applicable	Not allowed, unless consistent with conservation
<i>Agriculture</i>	Not applicable	Not allowed
<i>Land Use</i>	Makuleke CPA	Solely for conservation and associated commercial activities
<i>Use of Natural Resources</i>	Makuleke CPA may use sand, stone, etc. for building and other approved activities	JMB to set policy
<i>Building Rights</i>	Makuleke CPA can create commercial facilities (e.g. lodges); research facilities; museums; royal kraal	Must be consistent with conservation
<i>Infrastructure</i>	Makuleke CPA	SANParks can use as necessary to continue conservation management
<i>Subsurface Rights</i>	Government retains mineral resources; mining and prospecting is forbidden	If government policy changes, government must offer rights to the Makuleke CPA at a fair and reasonable price

Figure 28: Provisions of The Agreement. (Source: Makuleke Master Plan, 2000)

Question 3

What challenges have you come across in the implementation of this agreement?

After interviewing the sampled household members, the researcher had to have answers to some nagging questions than were triggered by the household members' responses, especially the fact that their expectations were being frustrated by their inability to get employment and opportunities to do business with the Contractual Park. This question assisted the researcher to get the CPA and JMB's opinions.

Some of the challenges that officials cited were already cited under the first question. Officials also cited the absence of an Implementation Officer, as one of the biggest challenges that they had. Agreements were reached in the many meetings that the CPA or the JMB had, but there was no one to ensure that the resolutions thereof were implemented. However, the most

worrying challenge was the glaring imbalance in capacity among the JMB members from the SANParks and the JMB members from the community. The playing fields were not level; one partner, the SANParks, was rich both financially and intellectually while the other, the community, were poor in almost all aspects requisite for co-management of the Contractual Park. It is also important, the officials said, to remember that the SANParks had put up a protracted fight to hang onto the total control of the Pafuri Triangle. It was, to put it mildly, a co-management venture with a bitter partner. The SANParks had not wholly conceded nor acceded to the reality that the Pafuri Triangle had been handed back to its right owners. As a result, there were manifestations of covert and cold sabotage of the implementation of the contractual agreement. Some examples were the reluctance to implement resolutions taken by the JMB, the reluctance by the SANParks to honor their contractual obligation of maintaining infrastructure such as roads and bridges in the Contractual Park.

Question 4

How are you navigating around these challenges?

The first step in trying to navigate the challenge of non-implementation of resolutions was the appointing of an Implementation Officer, the officials indicated. This was followed by the establishment of sub-committees such as the Community Development Forum (CDF), the Joint Management Committee (JMC). The JMC is comprised of representatives from SANParks, CPA and Concessionaires. The Concessionaires are the owners of business institutions in the Contractual Park. The formation of the JMC ensured that the responsibility of planning for development in the park was multi-pronged, as opposed to the previous arrangement where, if one partner shirked responsibility, the whole venture crumbled. The JMC ensured that there were more hands on the deck to keep the agreement implementation ship on course. Four working groups were also established. These were the working groups were for Tourism, Safety and Security, Social Working Group and a Conservation Desk. These committees contributed much towards ensuring that the co-management venture started to function at full tilt. A Women's Forum was also established in the CPA. Gender parity was also achieved in the JMB although women membership still lacked confidence, due to limited capacity, which, it is hoped, will be addressed in the immediate future through acquiring funds for their training and capacity building. A Consultative Forum was also established to take care of consultative work towards community development.

The officials also emphasized that they were able to navigate through the storms of poor implementation of the agreement through perseverance, cohesiveness of the Makuleke community, having altruistic leaders and their resistance to bribes that were being dangled in

their faces from elements who wanted the co-management venture to serve their own selfish ends and purposes or to collapse completely.

Research Objective 2

Questions 1,2,3,4

Are community members engaged in any business ventures with the Makuleke Contractual Park?

The officials stated that there are community members who were doing business with the Contractual Park. The business ventures cited were, transporting workers, beadwork, and tailoring. The officials also alluded to some community workers who did ad hoc building and construction business, where other locals get employment as laborers. The officials also highlighted that moves were on track to have the laundry cleaning business in all lodges and hotels in the Contractual Park done by Makuleke community members. Plans were also afoot to ring-fence employment and some businesses for the benefit of the Makuleke community. Officials also complained that community members were not taking full advantage of the business opportunities offered by the agreement due to lack of entrepreneurial skills and capacity. Community members also did not have the resources, especially financial resources that would enable them to participate more fully in doing business inside the Contractual Park.

This lack of capacity, according to the officials, left them with no choice but to outsource some of the services they need from outside businesses and concessionaires. These businesses and concessionaires benefitted the community by providing sustainable employment. Some community members held executive positions in the businesses of the concessionaires as Hotel and Camp Managers. The concessionaires did not only provide the community members with employment but also assisted in infrastructure repairs to schools damaged by storms, as well as social development in general, in addition to the 10% lease fee they paid to the Makuleke Development Trust. Some of these concessionaires assisted in capacitating the CPA through the funding of organizations to workshop members on an array of aspects, especially management and governance.

Overall, all officials conceded that the number of Makuleke residents doing business in the Contractual Park is well below what was initially envisaged, especially because the few that are doing business with the Contractual Park were doing so at menial levels that did not generate much employment for other community members. For example, there were no supply-type businesses run by Makuleke residents operating within the park.

Research Objective 3

Question 1

What co-operatives, alliances, partnerships, have you forged with the corporate world towards making the Makuleke Contractual Park a success?

For a community, such as the Makuleke CPA, to run a project like the Makuleke Contractual Park was a difficult task. It is a steep mountain to climb, bearing in mind the fact of their rural background, limited if not completely nonexistent capacity and skills.

An entity such as the Park required significant investments in capital, human resources to kick start it to levels where it could manage to generate profits that would trickle down to the lowest placed residents of the Makuleke community. To achieve this, help had to come from somewhere. Furthermore, partnerships had to be forged, services had to be outsourced to supplement the local deficits for the smooth implementation of the agreement. It was, therefore, pertinent for the researcher to enquire as to where the first seeds were sourced from, to get the Contractual Park to succeed. This is how the officials responded to the question.

The officials cited as one of their biggest victories the forging of business concessions with organizations such as the Outpost, Return Africa, Elsmore, and Eco-Training, who had built hotels and lodges inside the Makuleke Contractual Park. These entities, besides the contribution in the form of monthly lease agreement fees of 10% of their net profit, provided employment for the Makuleke community members.

Other partners of the Makuleke who were enticed by the CPA, who played a vital role in trying to make the Makuleke Contractual Park a success, are shown (see Figure 28 below), including the contribution they made.

Grants committed from various agencies to the Makuleke community

- The Department of Public Works (DPW) and the Department of Arts, Culture, Science and Technology (DACST) contributed R518 400 and R370 000 respectively to the construction of the bed and breakfast enterprise, the amphitheatre for cultural production and the living museum. The DPW committed itself to providing support to the infrastructural components of the project and the DACST to the cultural components.
- The Department of Environmental Affairs and Tourism contributed R 1 500 000 to the construction of a rustic camp at Pafuri.
- The Department of Labour sponsored vocational training of 48 community members regarding plumbing, brick laying, welding, carpentry and motor mechanics.
- The Maputo Corridor Company contributed R 500 000 to numerous technical projects within the community.
- The Community-Public-Private-Partnership provided finance for capacity building and training.
- A number of donor organisations, which include GTZ and the Ford Foundation provided grant funding for capacity building and training within the community.

Figure 29: Grants committed to the Makuleke Community

Question 2

Have the Makuleke community fully diversified their livelihoods such that they no longer depended on natural resources like they used to in the Pafuri Triangle?

Livelihood strategies are crafted and perfected over a long period. Developing a livelihood portfolio of assets out of which people construct their living in an environment is a complex venture. This venture requires an evaluation of assets available in an area, both tangible and intangible assets. Developing a livelihood portfolio also entails determining how these assets are used in a socially and environmentally sustainable way (Scoones, 1998).

The Makuleke people had lived in the Pafuri Triangle for more than 5 centuries and thus had tried and tested livelihood strategies which were abruptly disrupted by the 1969 forced evictions. They, therefore, had to adapt to a new environment with different resources endowments which required them to diversify their livelihood strategies to new ones which were compatible with their new environment. This question sought to determine the level of diversification achieved to date as well as how it was achieved.

All officials concurred that the community had not fully diversified their livelihoods to a level that they wished to achieve. However, concerted efforts were and are still being made to enable them to diversify through the building of schools, introduction of agricultural schemes, provision of bursaries for post-matric qualifications, as well as the promotion of sporting activities. The officials also mentioned that most of the recipients of these bursaries were working, although not in Makuleke village or the Contractual Park.

Efforts to help the community towards the diversification of livelihood strategies do address the different capitals that underlie the construction of sustainable livelihoods, the officials reported that the N'wanati High school provided education (human capital) for the youth in the community which can launch successful learners to new livelihood paths outside of life dependent on subsistent livelihood strategies. Memoranda of Understanding with local institutions of higher learning are also in place (though some need renewal) to assist local youth with skills and vocational training on aspects of relevance to the Makuleke Contractual Park.

Natural capital is made available through water supply and allocation of agricultural land (food plots). Financial capital for skills training is made available through the provision of bursaries, as well as negotiating for sponsors from outside partners such as the 'Friends of the Makuleke'. The social capital is that the CPA, as representatives of the community ensures, secures the capitals mentioned above on behalf of and for the community to benefit from.

Overall, full diversification is not yet achieved. The officials pointed out that relentless efforts are being exerted to achieve same.

Figure 40, below, depicts the 1996-2016 capacity development statistics that community members were subjected to, to enhance their human capital through knowledge and skills acquisition, thanks to the institutions that gave a helping hand.

The University of the Witwatersrand and the University of Limpopo offered members of the Makuleke community training in project and programme management, and leadership and development facilitation respectively. Forging alliances like these by the CPA and JMB is proof enough that efforts were being made to build human capital within the community. It is only when community members have sufficient human capital that they can be able to diversify and adapt their sustainable livelihoods.

INSTITUTION	AREAS OF INTERVENTION	NUMBER OF PEOPLE INVOLVED
Transform and EWT	Formal training on conservation and business studies as a training project to assist the Makuleke community funded by GtZ-Transform and EWT	21 students registered with Technikon South Africa. UNISA as distance learning project
University Witwatersrand	Project and Programme management	5
Eco-Training Southern Africa Wildlife College	Field Guide training	20
University of Limpopo	Natural Resource Management	15
GtZ	Leadership and development Facilitation	1
Tourism Services Thetha	ZOPP (Goals Oriented Project planning)	30
CPPP	Leadership Skills	15
Ntomeni Ranger Services	Development of training manuals	12
John Mwangi Group for Environmental Monitoring	Field Ranger training	20
Southern Life	Financial management	13
IMMSA (Independent Mediation od Southern Africa	Conservation and development Environmental	20
	Women Facilitation	30
	Community mediation	2
	An ongoing capacity building programme targeting the leadership through workshop	40

Figure 30: Partnerships for Development (Friends of Makuleke). (Source, Makuleke plan, 2016)

Question 4

Has the Makuleke Contractual Park reached economic self-sufficiency now?

Economic self-sufficiency for an entity like the Makuleke Contractual Park is a situation where the resources, especially financial resources, are sufficient such that they perform virtually all its daily functions without requiring outside assistance. This question was designed to assess the preparedness of the CPA and the JMB to, in the future, operate on their own when the co-management agreement is terminated.

Officials responded that the Contractual Park had partially achieved economic self-sufficiency, although they still relied on outside assistance from outside partners such as the South African National Parks (SANParks). Furthermore, the SANParks was still responsible for funding conservational activities and infrastructure construction and maintenance.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 introduction

This Chapter discusses the data that was presented in the preceding chapter. The results of the data collected from the Makuleke residents in response to the questions for each research objective are discussed first. This are followed by a discussion of the responses to research objectives-based questions that were administered to the officials of the Communal Property Association (CPA) and the Joint Management Board (JMB). The discussion also includes synchronizing the data collected from the above-mentioned sources with information from secondary sources, such as Programme Reports, Master Plans, and physical data, such as pictures and photographs directly related to this study.

It is important to recapitulate the purpose of the study before the researcher can dwell on a discussion of the findings. This study sought to investigate how the Makuleke co-management agreement has been implemented from inception to date. The study also sought to establish the benefits that have accrued to the community since the inception. Furthermore, the study sought to enquire about the challenges encountered in the implementation of the agreement and how these are being mitigated. Lastly, the researcher sought to make recommendations that would assist towards making the Makuleke co-management agreement with the SANParks a rewarding venture that would contribute towards enhancing the sustainable livelihood strategies of the Makuleke community.

5.2 Opinions on the implementation of the agreement

When people are forcefully removed from their ancestral land and settled in another place, they suffer from many factors and conditions. Firstly, they suffer from landlessness, food insecurity, as well as loss of access to common property resources and social disarticulation. In addition, their symbolic ties to their previous environments are broken. Furthermore, informal social networks that are crucial for the local economy are lost. Most importantly, when people are evicted from ancestral land and settled elsewhere, their identity is adversely impacted upon. This is because their identity is weakened such that they are psychologically, physically, socially weakened. The Makulekes lost their vast, fertile and open lands from which they could generate much food, to earn a sustainable living. Traditional ways of working the lands and sharing their harvests from

the fields and from hunting escapades that ensured food security were disrupted and destroyed. In addition, they could no longer have access to common property resources they used to freely eke a living from. As a result, they could no longer hunt and gather. They were also socially disarticulated when they had to live under a traditional leader who was not their own for a prolonged time and thus losing their identity. Furthermore, their symbolic ties to their environment, ancestral burial sites, community gathering spaces and other such symbols that are an umbilical cord of a community and their natural area of birth were broken. The forceful removal of people and communities without assisting them in their resettlement also exposes them to a life of suffering and abject poverty. The conditions as described above were endured by the Makulekes from 1969 to autumn 1998.

The 30th of May 1998 is a day that will forever be etched on the memories of the Makuleke residents for as long as they live. This is because it is the day when the then Minister of Land Affairs of the Republic of South Africa, Mr Derek Hanekom, arrived by helicopter at the Phele United Brothers Soccer Club field in Makuleke village to officially deliver the news the Makuleke people had been waiting for since the beginning of their land claim in October 1996. The Pafuri Triangle was officially delivered back to its rightful owners, the Makuleke community, after being forcefully removed from the area by the apartheid government of South Africa in 1969.

After the reveling and fanfare that the Makulekes experienced on that day, they left the venue full of restored pride and hope. The Pafuri Triangle was now theirs to manage- earn and expand their livelihood from through a joint-management venture referred to as the Pafuri Triangle Agreement- also called the Makuleke Concession.

21 years after the implementation of the Pafuri Triangle Agreement (The Makuleke Concession), the opinions of the participants on the implementation of the agreement were as varied as they were interesting. 82% of the total respondents said that the implementation of the agreement had not been satisfactory yet. 18%, indicated that the implementation of the agreement had been well. The respondents who were not satisfied with the implementation were concerned with the non-delivery of promised and expected benefits from the agreement. The most important in the list of reasons for their dissatisfaction is that households that were affected by the evictions of 1969 were promised reparations in the form of money for their removal from their ancestral land, the Pafuri Triangle. Respondents also reported that they were still to be clarified on why this had not

happened. Participants indicated that they had even stopped enquiring about this, as they feared that they could be victimized by the authorities in one way or another.

Secondly, the dissatisfied participants mentioned that they were promised employment and business opportunities which were, to date, not forthcoming. Respondents allege that employment opportunities were reserved for household members of a few well-connected households. Almost all the respondents in the dissatisfied category alluded to some households having more than one household member employed in the Makuleke Contractual Park. One respondent alluded to the existence of a case where five members of the same household were working in the Contractual Park even though they did not have any special qualifications compared to their counterparts in other households. The grieving category of respondents were not satisfied with the way advertisements for job vacancies in the Contractual Park were done. They alleged that they did not see these advertisements, which forced them to conclude that appointments were made in a shadowy manner that favored those that were well-connected to those that are already working in the park or are connected to officials in the Traditional Authority and CPA.

However, the 18% that reported that the agreement has been well implemented so far allude this to the fact that there were Makuleke residents who were working in the Contractual Park. They also mentioned that the authorities were doing their best to provide infrastructure such as roads, electricity and building of schools. Some of the satisfied members mentioned that their village was the first to be electrified in the region, not to mention the well-lit streets which cannot be found in any other village in the region.

Another bone of contention for the dissatisfied group was the residents' inability to do business with the Makuleke Contractual Park. This is also supported by the satisfied group. Both parties agreed that their inability to engage in business with the Makuleke Contractual Park was due to their lack of entrepreneurial capacity, both financially and vocationally. Everyone agreed that though some household members in the Makuleke were trained by the 'Friends of the Makuleke' in avenues such as management and conservation, entrepreneurial training was non-existent. They stated that it was like 'buying your child a bicycle and not teaching them how to ride', one respondent said.

Respondents who said that the implementation was not satisfactory also complained that there was a serious water shortage problem that was afflicting the whole community. This, they pointed out, was a problem they never expected to experience after the implementation of the agreement as they believed financial resources were being generated by the Contractual Park to at least, if the local government was incapable, ensure borehole water supply for the dry community.

In summary, those that reported that the implementation was poor said that their livelihood strategies had neither been enhanced, nor positively impacted by the agreement implementation. The agreement had not improved their living standards. Instead, they maintained that their living standards had even taken a nosedive. What these aggrieved respondents were saying is that although they have natural capital; the Contractual Park with its diverse endowment of wildlife and other tourist attractions, this natural capital did not translate into human capital; skills, knowledge, ability to do labor and pursue other livelihood strategies besides relying on natural capital alone. They also maintained that their livelihoods were still vulnerable to shocks; droughts, epidemics and natural disasters, and stresses such as the dry winter seasons.

5.3 Livelihood strategies of the Makuleke households

A livelihood is made up of the capabilities, assets, and activities that an individual or households, require to earn a living. Livelihoods are sustainable if they can be maintained, enhanced, and can bounce back from the shocks and stresses mentioned in the previous discussion.

According to the sustainable livelihood approach, four types of capital are indispensable for individuals and households to earn a sustainable living and to live a qualitative life. These four capitals are natural capital, economic capital, human capital, and social capital. Natural capital entails, inter alia, having access to land and water. Economic capital refers to access to cash, debt facilities, as well as personal savings. It is not only limited to cash but also includes having the relevant infrastructure such as roads as well as production tools such as equipment for agriculture and technologies. The sustainable livelihoods paradigm supports the enhancement of capabilities through increased access to land and the ability to use this land. It subscribes to the increasing of equity in the access and use of livelihood resources. The strategy is against discrimination of any kind, discrimination against the poor, the weak, the minorities or any race. The approach supports the increasing of social sustainability through the provision of safety nets for individuals and households during times of shocks and stresses.

Some Makuleke households and individuals have access to economic capital in the form of the governmental pension fund as well as the child support grant. Economic capital also forms part of their livelihood in the form of salaries from paid employment. The Makulekes also have access to natural capital; they have access to land, where they practice subsistence farming, they have food plots, where they practice semi commercial farming. These plots are irrigated by water from the Makuleke dam. The same dam supplies water to the banana agricultural scheme, which, so far, is the biggest employer in the Makuleke village, employing more than 230 residents. Human capital in the Makuleke village is the type of capital that is hard to come by. This is because there is a glaring shortage of skills and knowledge as evidenced by the qualifications of the interviewed households. There is also a shortage of employment opportunities in the Contractual Park (see Figure 35, Employment statistics).

65% of the households interviewed had the governmental pension fund as their main source of earning a livelihood. Within some of these households were household members who earned the governmental child support grant which, they said, contributed to the household income and therefore supported their livelihoods. 20% of the households depended on salaries from one or two household members who had employment. 3% of these households were dependent on income earned from menial self-employment jobs such as building, hawking and glass fitting. All the participants were also engaged in subsistence farming through the seasonal ploughing of their small patches of undeveloped pieces of land in their yards. The crops of choice in these portions of land were maize, peanuts, ground nuts and traditional beans. These crops were an essential source of food in the dry winter period for it is hoarded during the harvest season for use in times of need, especially during dry summer months and during droughts. However, the respondents wished that they had bigger tracts of land such as that they used to have in the Pafuri Triangle, which were, comparatively, larger. They used to produce large surpluses of crops in the Pafuri Triangle, which enabled them to barter for other resources that they did not have, such as ploughing equipment and maize meal. These surplus crops were also hoarded in traditional silos for use as food in times of stresses and shocks. These surpluses were also used as seeds for future planting. They were even able to hoard enough crops to sustain them for as many as five to ten years and thus guaranteeing them of food security for a long time. This livelihood strategy, they bemoaned, was not possible in



Figure 31: Subsistence Farming by the Makulekes is one of their sustainable livelihood strategies. (Photo, Researcher 2020)

their current location. This was because the land they had for crop farming was small. It forced them to practice multiple cropping of which the soil quality did not support. The quantity and quality of crops they produced is low and poor such that they had to buy seeds and fertilizers almost every ploughing season, to ensure a sustainable availability of food for the entire household. This, they said, came at a high cost due to the exorbitant prices of seeds and fertilizers. Some households alluded to the difficulty which they had in acquiring food plots that were made available to community members by the Tribal Authority. They complained that those currently earning their livelihood from working the food plots seemed to be permanent users of the food plots, as there was no rotation in the use of the plots. They felt much much aggrieved because the food plots had a perennial supply of water from the Makuleke dam.



Figure 32: The Makuleke Dam, a reliable water supply source for livestock, agricultural schemes, and projects in the area. (Photo, Researcher, 2020)

and there was also support from the Department of Agriculture for the people working the food plots. The food plots were about a thousand square to two thousand square meters in size. Current farmers in these plots practiced multiple cropping. Some plots also had fruit trees such as mangoes, in their plots. The crops of choice in the plots were maize which they took to the millers to be processed to make, maizemeal. Sorghum was another crop of choice. Nuts and groundnuts were also planted. These crops were used in households as a source of food. Surpluses were converted to cash by selling to other households for their food requirements. Dried surpluses were sold as seed for future harvests. During the dry winter season, the food plots were used for the planting of vegetables such as cabbage and spinach which are also used domestically or converted into cash through retailing to those in need. The food plot users enjoy expert advice from officials from the Vhembe Department of Agriculture. These officials assisted

the plot farmers through capacity building; advising the farmers on issues such as fertilizers, pesticides and other technical farming information.

The researcher also observed that although there are food plots and bigger tracts of land on the outskirts of Makuleke, provided by the Traditional Authority for the residents, none of the



Figure 33: Makuleke canal from Makuleke Dam to Food Plots and Irrigation Scheme. (Photo, Researcher, 2020)

participant households were involved in either of these agricultural lands set aside by the traditional authority for farming. However, those that were working these lands sold the surplus harvests to other community members. The households working these food plots enjoy a ubiquitous supply of water from the Makuleke Dam, (see Figure 22a). The water is reticulated from the dam to the food plots and banana irrigation scheme via a canal (see Figure 22b). It was because of this support that they could sustainably produce food for their households and have surpluses to sell to other community members.



Figure 34: Elmon Cauke, left (Research Guide), talks to a food plot owner in Makuleke. (Photo Researcher 2020)

12 households (60%) earned their livelihoods, in addition to the government pension fund, as well as the Child Support Grant and through claims (Black Tax) from household members working in the towns and cities outside the Makuleke area.

5.3.1 The sustainable livelihoods of the Makuleke community in the Pafuri Triangle

The Makuleke community falls under the Vhembe Region of the Limpopo province. Unemployment in the area is about 60%. The main sources of income in the area are, government pension fund, remittances, selling of agricultural surpluses and money from informal activity (Master Plan for The Makuleke Region, March 2000). Before their forced removal from the Pafuri Triangle in 1969, the Makuleke community's livelihood strategies centered in the area. Their main food sources were, venison, meat from domestic animals (cattle and goats), abundant supplies of fish from the Livhuvhu and Limpopo rivers, harvest from subsistence farming, wild fruits, and a perennial supply of water from the two rivers. Some household members were recruited to go and work in the mines in the Witwatersrand in Johannesburg. This was their most basic way of earning their livelihood. It was also a sustainable livelihood as they never were vulnerable to stresses and shocks that nature unleashed on them; stresses such as dry seasons and prolonged droughts, natural disasters such as famines and floods. The only threat that the community had was the malaria disease, which the elders could deal with using traditional medication. The other threat to their livelihood, which the elders said was insignificant, was the devastation of their crops by wild animals, especially elephants, and the killing of their livestock by wildlife such as lions. The elders in the households interviewed alluded to the fact that elephants and lions were indeed a threat, but they had devised ways and means to counter these and, subsequently, had minimized the threat they posed to insignificant levels.

In addition to the livelihood they had in the Pafuri Triangle, was the freedom from sickness and crime in a relative sense, as well as freedom from congestion, as they had ample land to cultivate and graze their livestock; freedom to roam freely as the settlement was vast and sparse, as well as a money-free economy. One elderly respondent said,

“There was God in the Pafuri Triangle, there is no God where we are now.”

After getting their land back, however, these ‘freedoms’ that they enjoyed in the Pafuri Triangle were not provisioned for in the agreement. The agreement, inter alia, prohibited any mining, settling, or agricultural use of the land. The land is used only for conservation and commercial activities. This means that the extraction of natural resources pertinent to the livelihoods of the

community, for example, hunting and gathering for subsistence or commercial purposes by ordinary community members, is not permissible. Effectively, the agreement does not bring with it a return to the way life and things used to be in the Pafuri Triangle. As already stated in the preceding paragraphs, most of the respondents said they were not satisfied with the fruits of the implementation of the agreement to date. Their main problem with the implementation was that it does not bring back life as it was at the Pafuri Triangle. Furthermore, there is nothing in the agreement that stops them yearning for the way things used to be in the Pafuri Triangle.

This sustainable livelihood strategy was profoundly disrupted after their removal in 1969 such that the return of their land by the Land Clams Court should, as far as they are concerned, brought some relief in the form of employment opportunities, provision of capacity and skills to help them diversify their livelihood strategies, as opposed to relying on natural resources to earn a living.

The Pafuri Triangle, as a sustainable livelihood source to date for the Makuleke community was useful through salaried employment in the lodges and hotels in the Contractual Park; through doing business with the Contractual Park; through tourism-generated revenue and through proceeds generated from the percentage the Makuleke CPA receives from concessionaires (hotels and lodge owners) doing business in the Contractual Park.

5.3.2 Employment statistics of household members by the Contractual Park

NAME OF LODGE	NUMBER OF MALES EMPLOYED	NUMBER OF FEMALES EMPLOYED	TOTAL NUMBER
The Outpost	5	29	34
Pafuri Camp and Baobab Hill	12	15	27
Levubu Camp	3	1	4
Eco Training	5	0	5

Source: Makuleke CPA 2016

Figure 35: Employment Statistics by Concessionaires. (Source, Makuleke CPA 2016)

The employment statistics by the Concessionaires of the Makuleke Contractual Park for the year 2016 (see Figure 35, above), show a total of seventy (70) community members employed by the four camps in the Makuleke Contractual Park. Forty-five (45) of these employees were females and twenty-five (25) were males. The biggest employer was the The Outpost Lodge with a total of thirty-four (34) employees; five (5) males and twenty-nine (29) females. The Pafuri Camp

(Return Africa) which shares its employees with Baobab Hill, has a total of twenty-seven (27) employees; twelve (12) males and fifteen (15) females. Eco-Training has five (5) males and no females. The least employing entity was Levhubu Camp, with three (3) males and one (1) female, making it a total of four (4) employees.

Females (who make up 64 percent of the total number of employees) dominate over the number of males employed (36%) in the Contractual Park, confirming that community members were not occupying high positions in their posts, but lower ranking jobs such as waiters and laundry workers, while the males were employed in menial jobs such as garden workers, repair and maintenance workers, and other such low paying jobs.

Based on the total population of the Makuleke community in 1969 (which was around 1300), the total percentage of those employed by the lodges, in the year 2016, was 5 percent (5%). When we use today's total population of the Makuleke people, around 10 000, the employment percentage is 0.7 (0.7%). These are not numbers that can be said to be satisfactory. The figures paint a very bleak picture as far as beneficiation from the implementation of the agreement is concerned. The figures reflect the frustrations that respondents highlighted as a source of their dissatisfaction with the rewards of the return of their land in 1998.

The employment statistics for the year 2020 do not paint any better picture also; Pafuri Camp has the highest number of employees, with 24 males and 25 females (a total of 49 employees). The Outpost lodge follows with a total of 34 employees, 8 males and 26 females. Eco-Training has a total of five (5) employees made up of 1 male and four females. Employment statistics for Levhubu Camp have not been omitted, the camp now shares employees with the Outpost Lodge, as evidenced by the sharp hike in the total number of employees in the lodge. The total number of employees is 88, a total increase of 18 compared to the 2016 statistics. Expressed in percentages the statistics tell us that 7% of the total Makuleke population is working in the park (using the 1969 total population of 1300). When using the year 2020 total population statistics, the percentage of community members working in the park is 0.9 (0.9%). The total number of employees has increased relative to the total employment of 2016 by 2 more employees (0.2% points) depending on whether one uses the 1969 or the 2020 total population statistics.

The researcher used both the 1969 and the 2020 population statistics to factor in the population increase effect on development. Population increase anywhere in the world puts a spanner in

development ventures by governments at all levels, whether national or provincial as well as at institutions such as the Makuleke Contractual Park. The demographic profile of the Makuleke community is not different from the national trends. For example, the village, just like any village in the country, has a predominantly young population, what in demographic circles is referred to as the youth bulge. Most of these youths are at an employable age. A bigger percentage of this youth have completed matriculation (Grade 12,) which is the general minimum requirement for employment in many sectors in the South African economy. The youth bulge has its inherent challenges, such as acute unemployment and shortage of other resources that are indispensable in the achievement of sustainable livelihoods for communities; for example, educational infrastructure, funds for capacity development, which may not be enough for everyone in the community. In summary, the population increase in the Makuleke village, which was 13 percent between 1969 and 2020, does not auger well for sustainable capacity development for every youth in the village. Based on the turnover from the lodges in the Contractual Park, as well as the assistance offered by the 'Friends of Makuleke' (most of whom had since terminated their assistance), capacity development will not be a luxury enjoyed by most of the youth in the village thanks to the ever-increasing population numbers.

As already indicated, the statistics paint an unpleasant picture based on the number of years the Contractual Park has been in operation, bearing in mind the approximately five years of teething problems alluded to by the CPA and JMB officials, which were very genuine and are beyond reproach. The picture painted calls for improvement by all parties involved in the implementation namely, the SANParks, the CPA/JMB as well as the Makuleke community members themselves.

That only three percent (3%) of the households interviewed had family members who were employed by the Contractual Park in different capacities; as housekeepers (2%), and some were employed in Alien Species Control (1%) is, based on the statistics above, is no big surprise. It is evident that the employment capacity of the Contractual Park, which is below the expectations of both the community members and the CPA, is also influenced by an increasing youth population, whose growth rate is unsustainable, based on the capacity of the Contractual Park to provide employment. More reasons for the shortage of employment opportunities, as advanced by the CPA/JMB, shall be dealt with in subsequent sections of these discussions.

5.3.3 Households doing business with the Contractual Park

When it comes to households and household members doing business with the Contractual Park as a livelihood diversification strategy, the results indicate that only one household (5%) had a member who was doing business with one of the lodges in the park, supplying tablecloths, handcrafted handbags and curtain ties. 95% of the households were not doing any business, nor had a household member doing business with the Contractual Park. After conducting a skills audit from the households interviewed, the researcher found that 55% of the household members had what they believed was adequate capacity to qualify them to do business with the park. Two households had certificated builders each and one household member was a certificated nurse. Furthermore, one household member had trained as a game ranger. Other households also had members with various certificates, ranging from conservation officers, human resource management, traffic management and control, EDCB security certificate (including a firearm license) as well as one household that had a member with a Travel and Tourism certificate. It is important to note that these certificated household members were unemployed during the period of the interviews.

This study has revealed that these certificates stood them a fighting chance in securing employment in future when things changed for the better. However, the certificates are not good insurance for securing entrepreneurial business with the Contractual Park. The community members need to be more capacitated to be able to conduct lucrative businesses with the park, such as tourism infrastructure construction and catering as well as vegetables supply and other food products for the lodges and hotels. These hotels and lodges have a lot to offer in terms of employment and business opportunities. However, apparently, there is a serious lack of requisite qualifications and skills. The CPA and the JMB have their work cut out if they wish to ensure that community members are capacitated and skilled to enable them to reap the financial rewards that are offered by the agreement. This will also go a long way in helping them to diversify their livelihoods from dependence on natural resources that characterized their sustainable livelihoods in the Pafuri Triangle.

5.3.4 Tertiary education levels of household members

This study revealed that tertiary level education qualifications are dominated by one-year certificates, (55% in the participant households). 45% were holders of a matric certificate. This study also revealed that there is a glaring shortage of community members with diplomas and

degrees in various fields such as hospitality studies, engineering, game management, veterinary sciences, and other fields relevant to the Makuleke Contractual Park activities. As already stated, these certificates only stand the community members in a good position for employment in menial jobs, as opposed to lucrative jobs as hotel managers, park managers and veterinary scientists to mention but a few. After the official handover of the Pafuri Triangle region to the Makuleke community, the 'Friends of Makuleke' (both local and international organizations that were supporting the Makuleke people with their land claim) contributed to the community by offering training and capacity building to the community, (See Figure 36, below).

This gesture by the 'friends of the Makuleke' was meant to empower community members and enable them to handle the work that lay ahead, related to the management of the Contractual Park. The gesture by these organizations was also aimed at widening the choices that the Makuleke community members had and to build on the capacities that they had, to enhance their potentials, that they could help in making the Contractual Park agreement work. The organizations were trying to create a skill mix to guarantee innovativeness, individual as well as community transformation through the provision of information and knowledge, providing skills that will be applied to turn the knowledge into utility value. Some of the training that community members were trained on were aimed at inculcating appropriate and acceptable value systems that would translate into good governance in public office administration.

INSTITUTION	AREAS OF INTERVENTION	NUMBER OF PEOPLE INVOLVED
Transform and EWT	Formal training on conservation and business studies as a training project to assist the Makuleke community funded by GtZ-Transform and EWT	21 students registered with Technikon South Africa. UNISA as distance learning project
University of Witwatersrand	Project and Programme management	5
Eco-Training Southern Africa Wildlife College	Field Guide training	20
University of Limpopo	Natural Resource Management	15
GtZ	Leadership and development Facilitation	1
	ZOPP (Goals Oriented Project planning)	30
Tourism Services Thetha	Leadership Skills	15
CPPP	Development of training manuals	12
Ntomeni Ranger Services	Field Ranger training	20
John Mwangi Group for Environmental Monitoring	Financial management	13
	Conservation and development Environmental	20
Southern Life	Women Facilitation	30
IMMSA (Independent Mediation of Southern Africa	Community mediation	2
	An ongoing capacity building programme targeting the leadership through workshop	40

Source: Makuleke CPA: personal communication (2016)

Figure 36: Capacity Development/ Building Statistics (1996-2016) for Makuleke household members

The training stats above show that 244 Makuleke community members received training, ranging from Conservation, Business Studies to Environmental and Conservation Management, sponsored by companies such as GtZ-Transform (a German company), Endangered Wildlife Trust (EWT) as well as by local universities; University of the Witwatersrand (Wits) and University of Limpopo (UL), between 1996 and 2016. The capacity building venture yielded a few diplomas as well as one-year and six-months certificates. Most of those that trained in Game Ranging were absorbed by the Kruger National Park. About 20% of the other graduates were absorbed by the

Makuleke Contractual Park. Other graduates in conservation and game ranging are tour guides for the Makuleke Contractual Park. Some of the graduates have found employment in other private wildlife parks and the hospitality industry across the country-allegedly because they could not be absorbed locally.

The capacity building initiative by the CPA in partnership with the organizations in Figure 24 was a giant step towards not only preparing the community members to be able to contribute meaningfully to the co-management agreement, but to also help them to diversify their sustainable livelihood strategies. Community members were enabled to get employment in the areas alluded to above. Their employment enabled them to wean their dependence on natural resources as a way of life. The fact that not all of them could find employment in the Contractual Park is not an important issue here. What is of paramount importance is the fact that they could gain employment and sustain their families from the salaries they received in their various places of employment. Gainful employment is an indispensable asset in people's livelihoods as it enables individuals to withstand the stresses and shocks that life unleashes in the form of famines caused by insufficient rain and prolonged droughts which result in low or zero yields in subsistence farming products. Remittances sent home by family members working outside the Makuleke area play a vital role in sustaining many households in the area as well.

5.3.5 Capacity Building Challenges

This study revealed that 65 percent of the households interviewed earned their livelihoods primarily from the governmental pension fund. Three households had a family member employed in the park as housekeepers (2), and the other household had a member working in the Alien Species Control, a programme by the Working for Water Organization; 95% of the households did not have a family member doing any business with the Contractual Park. Only one household had a female member doing business with the Contractual Park supplying tablecloths, handbags and curtain ties for the lodges in the park. 90% of the participating households did not have a family member who was sponsored for tertiary levels of any kind. Only two households (10%), had been sponsored for tertiary level education as a game ranger and a certificated hospitality manager (unemployed). This was exacerbated by the presence, in the Contractual Park, of employees who were non-Makuleke residents but possessing skills that the Makuleke residents did not have.

The participants also stated that they were aware of their lack of capacity to get employment in the park and do business with the park (85%). 15% believed that their unemployment should be blamed on nepotism. Most of the respondents conceded to the fact that they did not possess the necessary skills to render any entrepreneurial services in the Contractual Park. All participants were aware of the opportunities that the Contractual Park was offering. When asked why they are not having the necessary skills and knowledge that would put them in good stead to benefit, participants had a plethora of reasons. Some alluded to the fact that those that were lucky to be trained in the past were neither employed nor doing business with the Contractual Park (15%); 80% alluded to the fact that Capacity Building and Skilling no longer existed in Makuleke; 20% said they had heard of capacity building and training of residents but they are not sure if the process was still on and how the trainees were selected. They basically did not know of any capacity building going on in the village by the CPA.

The study exposed a glaring need for capacity building in the Makuleke community for them to benefit from the opportunities offered by the agreement, especially opportunities for doing business with the park. The way things are now; it is like a child who has been bought a bicycle but cannot ride it because they cannot. As already presented in the preceding chapter, only 55% of the participating households had a post-matric level qualification, and most of these were one-year certificates. In as much as these are good qualifications, they do not enable the incumbents to get employment in the Contractual Park, even outside the Contractual Park. Of the 55%, none of the certificates qualified any household member to do business with the park. The Contractual Park needed engineers, veterinarians, environmentalists, dieticians, qualified builders, and plumbers, to mention but a few examples. These are the areas, the study exposed, towards which capacity building should be directed. The aim should be for the Makuleke CPA to grow its own timber, rather than rely on expertise from outside of the community. The question may be how this can be achieved, which will be discussed in the next chapter. The training statistics, as on Figure 24, shows that 21 students were enrolled for distance learning qualifications in Business Studies with Technicon South Africa and University of South Africa. However, as already stated, these graduates could not be absorbed by the Contractual Park as employees or business partners.

The capacity building that was undertaken between 1996 and 2016 was a worthwhile exercise but the rewards thereof are very hard to see. This is especially true because capacity building was in the basics of very important areas of running and/or participating in a business operation

such as the Makuleke Contractual Park. However, the capacity building only scratched the surface of what community members should have been vigorously empowered upon, at least, at a three-year diploma level. The institutions that assisted with this capacity building venture must be commended for their contributions but, much can still be done. A lot can still be done on this aspect. The CPA might have to look at coming up with a sustainable capacity building exercise for the Makuleke youth after passing their matriculation. They should put these students in tertiary institutions, where they would be channeled to relevant areas of need in the Contractual Park, areas such as service provision, building and construction, catering and food supply, hospitality management, and other related disciplines. The CPA can afford to do this, even if it is ten (10) students every after four (4) years. These students can be made to sign contracts guaranteeing that they would work for the Contractual Park and mentor at least two community members in their line of expertise. Retention of these trainees should not be made to be the ultimate objective; the main objective should be to assist the community to diversify their livelihood strategies. As things are in the village, diversification of livelihoods from dependence on natural resources is still low. Lack of capacity building in the community is the main cause of this. Community members are still vulnerable to stresses and shocks. To most residents in the village, the Contractual Park remains a white elephant.

5.3.6 Participants' opinions on the renewal of the Makuleke agreement

When asked if they felt that the Pafuri Triangle has been returned to them; they own it again, the participants' responses were varied. The responses were balanced. 50% said they now feel that the Pafuri Triangle is wholly owned by its rightful owners. The other 50% disagreed. They stated that it is not yet theirs. In other words, they felt it still belonged to the SANParks because they cannot see rewards accruing from it. They indicated that the Makuleke Tribal Authority would never wholly own the Pafuri Triangle again.

When asked for their opinions on whether (if their wish could be granted) the agreement, which would be expiring in 3 years' time, should or should not be renewed, 5 respondents (25%) said it should be unconditionally renewed though it has not been smoothly implemented so far. After further probing, this category said they saw a chance of benefitting from this agreement soon. It was only a matter of time, they said, until everything falls into place. These respondents said they had all the faith in the authorities and that they would address all the challenges that had been encountered so far. However, they agreed that there were challenges that had been encountered so far. 13 respondents (63%) said it should be renewed on condition that the community is

gathered and addressed regarding the reasons why what they were promised did not materialize. They said they were promised reparatory money, employment opportunities as well as business opportunities from the Makuleke Contractual Park. They say that these promises have, up to so far, remained a mirage. They, therefore, would like to be assured as to how they would benefit from the renewal when they could not in the initial 25 years of the agreement implementation. This category said if their wish were to be granted, they would ask for an imbizo where issues would be clarified before the agreement is renewed. This category also wished to find out how recruitment for vacancies in the Contractual Park would be made to be transparent as they alleged that some of the available vacancies there were neither seen nor hear about. They also wished to see recruitment of workers done by Makuleke residents, as they believed that outsiders-those that are working in the Contractual Park but are not from Makuleke village, were responsible for recruitment and appointments. When asked why 'outsiders' are responsible for recruitment and appointments, respondents were honest enough to state that they did not have adequate capacity to enable them to get employed in higher positions such as human resources managers. They stressed that if they were responsible for acquiring personnel for the Contractual Park, they would prioritize Makuleke residents for appointment in the Contractual Park.

3 respondents (12%) said that if they had their wish, the contract would not be renewed as they had not benefitted from it. They saw no chance of ever benefitting from it. They said that there were people they see benefitting from the agreement but not them. These respondents even wished that the Pafuri Triangle would be incorporated back to the Kruger National Park because its return to its rightful owners had only helped to open old wounds from the forced removals of 1969. As far as appointments into vacancies in the park were concerned, the respondents were grieving about nepotism as a nemesis that was unfairly disqualifying them for menial jobs such as doing laundry work and washing dishes in the kitchens in the lodges and hotels. They complained of chronic nepotism that had resulted in as many as five employees in the park coming from the same household. They wished to see fairness and transparency prevailing in the running of things in the park before they could talk about wishing for the renewal of the agreement with the South African National Parks.

Responding to the question of what they wished to see changed in the everyday running of the Contractual Park, 87% of the respondents said they wished the Contractual Park would create more employment for their children. 10% of the respondents said they wished they would be capacitated and skilled, so they could be able to get employment and/or could do business with

the park. 3% of the respondents wished that corrupt activities like nepotism should end because they all deserve a piece of the cake from the benefits accruing from the Makuleke Contractual Park agreement.

5.4 Responses from the CPA and the JMB

The interviews of the 20 households were followed by interviews of members of the Communal Property Association (CPA) and members of the Joint Management Board (JMB). Two members of the CPA that were interviewed were also members in the JMB. A member of the JMB was appointed as Implementation Officer of the Makuleke Agreement from 2004 to December 2017.

5.4.1 Responses to the efficacy of the agreement implementation by the CPA and JMB

All the CPA members interviewed concurred that the implementation of the Makuleke Agreement/Concession with the Kruger National Park was a rocky affair in the first four to five years. The main cause for this was being in partnership, and this was compounded by lack of commitment from the side of the SANParks. The SANParks was aware of the lack of capacity on the side of the Makuleke community members elected to the CPA. As a result, the JMB would not implement resolutions taken by the CPA. Another reason for the poor implementation of the agreement was that the playing fields were not level. The partners in this co-management venture did not have the same skills. In fact, from the Makuleke side co-management capacity was almost non-existent while from the SANParks side skills and capacity were immense. This was because the SANParks had money and were rich. Their Makuleke counter parts were poor. This imbalance in capacity led to the SANParks officials undermining officials from The Makuleke community. The Makuleke CPA also experienced a challenge of success management. Having received back their ancestral land, the way ahead was hazy, thanks to lack of capacity and experience. The officials also noted that the SANParks did not lose the Pafuri Triangle without a fight. They threw everything they had at the Land Claims Court in trying to retain ownership of the Pafuri Triangle. The SANParks lost in the Land Claims court after a big fight and were, thus, a bitter partner in the Joint-Management venture. Their initial commitment levels to the co-management were, quite understandably, halfhearted and a cause for concern. It seemed, in the first five years, the SANParks were not working towards the success of the co-management venture. A good example for this attitude of the SANParks towards the joint management venture was when the Makulekes wanted to raise some money in the year 2000. The CPA resolved to sell two elephants and two buffaloes to raise much-needed revenue. The SanParks initially refused and gave the CPA the runaround though

the agreement categorically stated that the CPA had the right to commercialize the resources in the Contractual Park including the right to commercialize these resources in a way that is not in contravention to conservation regulations and policies. Despite the existence of this clause in the agreement, SanParks officials of the JMB wanted to block this transaction in a manner that emphasized their initial lack of commitment and disloyalty to the dictates of the agreement.

When probed on how the CPA members managed to navigate past these initial challenges, they stated that perseverance and cohesion were their first and foremost weapons. They also indicated that, as members of the CPA, they remained strong and persevered, amid bribery attempts and attempts at splitting the unity of the CPA. One official said had it not been for the cohesion of the community, CPA, and the Makuleke members of the JMB, the implementation of the agreement would have been seriously ruined from the beginning. The implementation could have taken much longer to take off from the ground. The community came in handy during these hard times, by making monetary contributions that helped much in setting the agreement implementation wheels in motion. The officials also mentioned the strength of their leadership, His Royal Highness, Chief Makuleke, and his assistants, who were also resilient and altruistic in their approach to the implementation challenge, amid all the temptations to break their unity by unscrupulous forces from the SanParks side of the co-management agreement.

Another CPA official, who was also a JMB member stated that the non-realization of expectations from the implementation forced them to establish new structures that were envisaged to catalyze the expectations of both the community and the CPA. A Joint Management Committee (JMC) was established. This committee comprised of representatives from the South African National Parks, the CPA and representatives from the Concessionaires. This arrangement strengthened the CPA, as it was no longer the CPA and SANParks when it came to issues around implementation of decisions and resolutions. The concessionaires were there also as active participants and contributors in effecting progress. In addition to the establishment of the JMC, four working groups were also established. Working groups for; tourism, safety and security, conservation, and a social working group. These working groups assisted in reducing the scope of issues that were supposed to be addressed by the CPA. In other words, these groups reported to the CPA and the JMC. This ensured that there were enough human resources to man the implementation of resolutions and crucial decisions taken at CPA and JMB level. Issues of gender balance were also addressed, as initial committees were compromised when it came to gender representativeness. A women's forum in the CPA was established, although gender parity issues

in the CPA persist, thanks to the serious lack of capacity among women. Although women have a comparatively poor capacity challenge, they were infused into all the implementation committees as a way of motivating them to be actively involved in what was going on in the joint management venture. Gender parity, though, has been achieved in the JMB. This proved to be a masterstroke, as a comparatively higher number of women started attending general community meetings where crucial issues of village development were taken.

The World Wildlife Fund also assisted the Makuleke CPA with financial resources that also contributed much towards the implementation of the agreement, the officials reported.

In 2004, an Implementation Officer was appointed by the Communal Property Association (CPA). The Implementation Officer's mandate was to make sure that all agreements, decisions, resolutions as well as recommendations by all agreement implementation committees were implemented speedily. All officials agreed that this appointment of an implementation officer, was the tonic that got the implementation of the Makuleke Agreement Concession with the SANParks working. Things started changing very quickly: discernible progress started to happen.

5.4.2 Benefits that have accrued to the Makuleke Households from the Agreement Implementation

As already stated in the preceding discussion, the appointment of an implementation officer, Dr G.L Maluleke, positively impacted on the implementation of the Makuleke Agreement with the SANParks. Things started moving in the anticipated direction although not at the envisaged pace. However, things started to happen.

Responses from the officials regarding benefits that have accrued/are accruing to the community from the implementation of the agreement were varied. However, the researcher has condensed them as follows:

Firstly, the officials concurred that the community's sense of identity and pride had been restored and enhanced because for a very long time they were forced to live under a tribal authority that was not their own because their social structure was disrupted, and their history distorted by their forced removal in 1969. Now that they had their land back, it is almost like they were in the Pafuri where they lived under their own leaders. This sense of identity was enhanced by the fact that they now have full ownership of the Pafuri Triangle. The SANParks no longer had power in the Pafuri Triangle. The Makulekes own the resources and have 100% rights of commercialization

thereof. However, this can only be done in accordance with applicable environmental laws and regulations (See Figure 37, below)



Figure 37: A source of great pride. Entrance into The Pafuri Triangle, now The Makuleke Contractual Park. (PHOTO, Researcher, 2020)

The officials said the Makulekes have retained their sense of pride because they have hunting and harvesting rights of resources such as wild animals. They also have the right to build hotels and lodges or enter agreements with Concessionaires (third parties) to construct hotels, lodges, and other non-conservation infrastructure, as well as collect 10% rental fees from each concessionaire from all the money made per annum.



Figure 38: Pafuri Camp in The Makuleke Contractual Park. (Photo, Researcher, 2020)

The officials also stated that the Makuleke community is benefitting because all vacancies in hotels and lodges are reserved for Makuleke residents. One official said approximately 70% of the employees in the Contractual Park are Makuleke youth. There are currently four lodges in the Makuleke Contractual Park; The Outpost, Pafuri Camp, Return Africa, and Eco-Training.

These are some of the benefits the Makulekes are proud of. Some of these lodges were built before the agreement, while some were built by concessionaires after the agreement. However, irrespective of when these lodges were built, they are all operated by concessionaires who are in contract with the CPA. All these concessionaires pay ten percent of their total earnings to the Makuleke Trust Fund. These are some of the benefits that have accrued to the Makulekes from the implementation of the agreement. These lodges contribute towards the diversification of the livelihoods of the Makuleke households by providing them with employment. One of the

respondent officials of the CPA is a board member of one of these lodges. When probed by the researcher about the grievances raised by community members around recruitment of workers into the lodges, especially the appointment of workers who are not the residents of Makuleke village, officials attributed this to lack of capacity on the part of the more deserving Makuleke residents.

Other benefits that have accrued to the Makuleke community from the implementation of the agreement are the electrification of the village from the reparation funds paid to the community. The entire village was electrified, and all streets fitted with streetlamps-a first in the Limpopo province, if not in the whole country, for a deep rural village to be fitted with street lamps. This, the officials said was achieved before the democratic government of the country took the initiative to supply electricity to all in the whole country. This was done to make life easier for the community and for the provision of sustainable energy for the community and to help them to diversify from the use of firewood as a source of energy, like it used to be in the Pafuri Triangle. Electricity provision also helped some community members to establish businesses. Households could also hoard foodstuffs in refrigerators and thus sustaining their food for longer periods. The benefit of the providing of electricity to schools cannot be overemphasized, the officials said. Makuleke - schools had electricity which is highly beneficial to both learners and educators in their daily learning and teaching activities respectively. This was a bold and commendable move by the CPA. The rewards thereof are for a lifetime. This was money well invested by the Tribal Authority and the CPA.

After the appointment of the Implementation Officer, other sustainable benefits that accrued to the community were the building of a high school and a state of the art clinic, as well as a crèche, the officials said. (See figure 39, below). Both the high school and the clinic were built from reparation funds that were paid to the community. The high school offers grade 8 up to grade 12. The national government is responsible for the appointment and payment of educators as well as the supply of educational resources such as equipment, stationery, and textbooks. The community can undertake repairs of infrastructure damaged through natural wear and tear as well as damages from natural disasters from their own coffers without having to wait for governmental assistance. The school curriculum includes subjects such as Tourism and Hospitality studies that prepare learners for active involvement and enable them to pursue further studies in these fields which are relevant for their effective involvement in the implementation of the agreement.

Learners are also enabled to follow other career paths that enable them to diversify their livelihoods outside of reliance on earning a sustainable livelihood from the Contractual Park.



Figure 39: N'wanati High School. (Photo, Researcher, 2020)

The Makuleke clinic is a state-of-the-art structure that was also built by the community through the CPA. (See Figure 40 below). The clinic offers more services than can be found in conventional governmental clinics because it has the advantage of a vast structural size. The employment of personnel and their salaries, the supply of medicines and other relevant necessities are, however, the responsibility of the government.



Figure 40: The Makuleke Clinic. Built by the CPA. (Photo, Researcher, 2020)

The clinic assists with the healthcare of the Makuleke community and surrounds on medical issues such as HIV and Aids, TB, Child Health and a host of other ailments. This is another source of pride for the Makuleke community and the CPA.



Figure 41: The Makuleke Creche at Mabiligwe. (Photo, Researcher, 2020)

5.4.3 Challenges encountered in the implementation of the agreement.

5.4.3.1 Expertise and Skills gap

The implementation of the co-management agreement in the Makuleke region was not without challenges. The main challenge was the issue of trust between the two parties involved: the Kruger National Park and the Makuleke community through the CPA. The breach of the dictates of the provisions of the agreement by the SANParks as mentioned in the previous paragraphs was viewed by the Makuleke as an attempt by the SANParks to cling to power and display this power in a way that was contrary to the agreement. One official of the CPA indicated that the KNP did not give up ownership of the Pafuri region without a fight and therefore the bitterness was displayed in almost all the initial meetings of the Joint Management Board (comprised of three officials from the CPA and three officials from the SANParks). The CPA official indicated that the

meetings were characterized by a zero sum; it was a “you win, I lose situation”. There was no room for compromise from either party. This situation was exacerbated by the imbalance in expertise and capacity in the JMB. In the year 2000 the SANParks was celebrating 100 years of existence-this is a hundred years of experience in conservation and management, while the Makuleke component of the JMB had no capacity nor expertise in the issues that were discussed in these highly skewed meetings. This gap in expertise was unfairly exploited by the SANParks component of the JMB and hence the almost non-existent implementation of the co-management agreement in the first few years after the signing of the co-management agreement.

It is also of paramount importance to highlight that the way the SANParks capitalized on the lack of capacity and expertise by the Makuleke component of the JMB only led to a relationship characterized by a lack of trust between the two components of the Joint Management Board. This lack of trust impacted negatively on both the running of activities by the JMB as well as the realization of expectations from the agreement by the general Makuleke population. The environment of mistrust that prevailed led to the Makuleke community not disclosing financial details which led to some difficulties in the implementation of some clauses in the co-management agreement.

The lack of trust was also exacerbated by instances where the SANParks and the CPA reached agreements without the involvement of the JMB in areas that were the competence of the JMB, the implementation officer of the JMB also stated. There were also instances where the Makuleke community, through the CPA, allowed concessionaires to dictate terms to them, rendering the JMB powerless. This lack of a smooth collaboration relationship among these three institutions impacted negatively on achieving some of the expected benefits, especially those that were supposed to accrue to the community. This practice made the JMB officials mistrust both these two components of the implementation of the co-management agreements.

5.4.3.2 The problem of varying expectations

This study also found that the problem of varying expectations in the parties involved in the implementation of the agreement was another hurdle that posed a serious challenge. As stated in the agreement, the SANParks was, per the agreement, responsible for ensuring that the conservation of the Makuleke Contractual Park environment reigns supreme in everything that transpires in the park by making sure that every activity undertaken complies with environmental legislation and does not threaten the environment and biodiversity there. The Makuleke

community and the concessionaires were there to ensure that development takes place - development that will benefit the Makuleke people as well as the concessionaires with very little regard for what happens to the environment and biodiversity. This dichotomy of expectations gave room for the SANParks to continue to strangle development ventures that could have been to the benefit of the Makuleke people. Key strategic objectives and ventures were stifled in the name of protecting the environment and biodiversity when, in fact, it was the display of power and the continuation of the “you win I lose” attitude of the SANParks. This impacted very negatively in having the implementation of the agreement process working towards the general development of the Makuleke Contractual Park to the benefit of the community through employment creation.

One official also mentioned that the lack of implementation of agreements agreed upon in JMB meetings had led to community members in general losing confidence in the JMB. This prompted the Makuleke JMB to appoint an Operations Officer for the JMB. This move proved to be a worthy one for the Makuleke community, as this appointment, though costly to the CPA budget, ultimately got things going in the right direction in the implementation of the co-management agreement.

Having agreed to continue to use the Pafuri Triangle as a conservation area after winning the land claim, the Makuleke people were sponsored by various organizations towards capacity building, which went a long way in closing the skills and expertise gap that existed in the CPA and the JMB component of the JMB. This went a long way in the capacity-building of the Makuleke community members. It also assisted them to acquire much-needed skills in management, governance and other crucial skills relevant towards making the co-management a success as well as helping the community members access employment in the Contractual Park and in the diaspora.

5.4.3.3 Meeting community expectations

This study found that the general citizenry in the Makuleke community were made to believe that winning their land back in the South African Land Claims Court and the implementation of the subsequent co-management agreement would be a magic wand that would eliminate their woes, poverty and unemployment, overnight. These expectations, one CPA official reported, were raised by the media as well as reckless government officials present during the official handover ceremony of the Pafuri Region, The Makuleke Contractual Park. Some of this euphoria was caused by lack of information on the side of both the Makuleke community as well as government

officials. The Makuleke community were made to believe that every one of them would eke out a sustainable livelihood from the proceeds of the implementation of the co-management agreement. These expectations, this research has revealed, were a mirage.

Most of the households interviewed (82%) voiced their dissatisfaction with the implementation of the co-management agreement. These respondents lamented the failure of the implementing institutions to provide them with financial capital (employment opportunities) for household members as well as the non-payment of reparatory funds that were promised each household. The participating households were also aggrieved by their inability to qualify (human capital) for the few job opportunities that were available in the Contractual Park. They also cited their lack of capacity to do business with the Contractual Park as another issue of serious discontent. Officials of the CPA blamed this on the shortage of funding that the Contractual Park needed to finance projects that were necessary to meet the expectations of the community at large. For example, instead of paying deserving households a portion of the reparatory funds received from the SANparks, this money was used in urgent projects, for example, the procurement of infrastructure for electricity supply, the building of a clinic as well as the building of a high school, (see Figures 27, 40).

The CPA officials also highlighted that there are, currently, more than seventy (70), youth employed in the lodges in the Contractual Park. They emphasized also that though a fallacy has been created to the contrary, it is impractical for every youth in the Makuleke community to acquire employment in the park, as the park can accommodate only a certain economically sustainable number of employees. The officials also highlighted that funds generated by the Contractual Park are not sufficient to meet the expectations of the Makuleke community. This is because the Park relies heavily on international guests who are highly seasonal tourists. As a result, the funds dry up during certain seasons of the year in the Contractual Park.

The JMB Implementation Officer also drew attention to the fantasy versus reality situation that the projections of the concessionaires were seriously overblown. The financial benefits projections that the concessionaires made were a far cry from what was practically realized (see Figures 42&40)

Source: Collins 2010

	2005	2006	2007	2008	Totals
	SA RAND	SA RAND	SA RAND	SA RAND	SA RAND
CONCESSION LEASE FEES	744 640	2 781 532	3 460 113	6 603 205	13 589 490
PERMANENT JOBS	1 901 340	2 308 488	2 577 301	9 345 564	16 132 693
ANTI-POACHING	430 000	430 000	430 000	430 000	1 720 000
TOTALS	3 075 981	5 520 022	6 467 417	16 378 773	31 442 183

Figure 42: Concessionaires Projections of Income from 2005-2008.

The income projections depicted in Figure 29, above, form a greater part of the basis on which benefits were envisaged and other promises to the Makuleke community were made. However, as sometimes happens in the commercial world, things did not happen as expected. Unexpected extenuating circumstances often come into play and wreak havoc with all plans and expectations. The floods of 2000, for example, rendered Elsemore Lodge out of business for up to 10 years due to severe damages that took a long time to repair. This disaster impacted negatively on both employment opportunities and expected income from the lodge, the Implementation Officer indicated. A casual comparison of the income projections versus the actual income generated substantiates the facts as presented Implementation Officer.

Year	2000	2001	2002	2003	2004
Restitution Grant	5 400 000,00	-	-	-	-
Hunting	460 000,00	1 500 000,00	1 500 000,00	-	-
Year	2005	2006	2007	2008	2009
Restitution Grant	-	-	-	-	-
Hunting	-	-	-	-	-
Concession fees					
1.The Out- post	91 007,26	108 433,70	210 472,78	241 548,00	51, 574,14
2.Pafuri Camp		230 633,91	496 836,33	1077 532,24	540 451,27
3.Eco-Training		21 890,00	160 655,00	172 270,00	180 000,00
5.Elsmore Lodge					
Year	2010	2011	2012	2013	2014
Restitution Grant	-	-	-	-	-
Hunting	-	-	-	-	-
Concession fees					
1.The Out- post	185 719,09	150 920,54	119 045,98	355 918,44	480 265,12
2.Pafuri Camp	706 000,00	626 764,69	767 400,00	856 580,25	142 381,87
3.Eco-Training	180 000,00	216 485,00	234 645,00	Training	Training
5.Elsmore Lodge					
Year	2015				
Restitution Grant	-				
Hunting	-				
Concession fees					
1.The Out- post	586 452,96				
2.Pafuri Camp	370 745,00				
3.Eco-Training	182 750,00				
5.Elsmore Lodge	929 240,00				

Figure 43: The concessionaires

The concessionaires, for example, had projected income worth thirty-one million four-hundred and forty-two thousand rands (R31 442 183,00) as total income from the lodges of the Makuleke Contractual Park. The actual income of one million four hundred and ninety-one thousand and three hundred and fifty rands (R1 491 350.00) looks like a paltry amount, compared to the projected amount for the year 2008, even though Elsmore Lodge was not in operation due to flood damage.

Looking at the two figures again, Figures 42 and 43, some officials agreed with the researcher that some of these income projections were inflated for opportunistic reasons, as the

concessionaires knew the seasonality of tourism, especially international tourism, to the then Pafuri Triangle because some of them had been in operation before the handover of the Pafuri Region back to the Makuleke community. The researcher does not in any way allude that some concessionaires had negotiated in bad faith. However, some of the projections they made were, based on tourism trends in the area, unrealistic.

When probed on how they, the CPA and JMB officials, navigate around these challenges, to ensure that the Makuleke community actualize the Utopia that they were promised, the officials mentioned the formation of a consultative forum that will especially consider issues of community development. This forum would also assist in attracting youth into the CPA as well as attract females, who are reluctant to join the CPA. This consultative forum would also be an essential communication link between the CPA and the community. As things are, communication between the community and the two implementing bodies (CPA and JMB), can only improve. Not everyone knows what is happening in the Makuleke Contractual Park. Furthermore, not everyone in the community knows why expectations were not being met; some community members do not know the challenges that the implementing institutions had and are still experiencing, while trying to make the agreement implementation realize its expectations. A consultative forum including the youth, the official stated, will contribute immensely in building the culture of information sharing and dissemination such that the community could understand the dynamics and machinations of the Contractual Park that impact on what to expect from it and how far they can expect to benefit from it.

When asked regarding the understanding of the Makuleke Contractual Park agreement by everyone in the community, the officials said they believed everyone knows and understands the provisions of the agreement as it has been translated into the local language, Xitsonga, so that everyone can be clear about its provisions.

One official emphasized that it was important to have altruistic servant leaders who are governed by the will to serve their community and ensure that the welfare of the Makuleke community was at the core of their everyday activities. This, he indicated, is because there are sometimes bribery offers from corporate business who masquerade as willing funders or concessionaires who, ultimately, are not interested on the good quality of life for the Makuleke community but themselves. This calls for the cohesiveness of the members of implementing officials. This will

ensure that the Makuleke people reach the promised land of ample employment opportunities as well as business opportunities for those that have the requisite capacity to do so.

Another official mentioned constant consultation with lodge managers as a way of navigating around the challenges encountered in implementing the agreement. This helps in issues around employment in the lodges, capacity building through training and workshopping funds as well as business opportunities for Makuleke residents, such as the supplying of vegetables and artefacts. The official said the lodge managers are cooperative as far as this is concerned.

5.4.4 Community members doing business with the Contractual Park

On the question of Makuleke community members doing business with the Contractual Park as a sustainable livelihood strategy, as provisioned by the agreement, all CPA and JMB officials alluded to some community members engaged in some small-scale business with the park as suppliers of beadwork, artisans (plumbing and thatching), ad-hoc construction work (builders) while others were involved in the transportation of workers as well as supply of eggs and fresh vegetables. During the period of this research, however, the only business that was being done by some residents with some of the lodges in the park were the transportation of workers as well as the supply of table clothes and curtain ties by a female resident. Ad-hoc artisan work of plumbing and thatching was also happening. Furthermore, the supply of eggs, one respondent said, was discontinued a long time ago as the business crumbled because of a financial collapse that was precipitated by the misappropriation of funds to run the battery that was supplying these eggs to the lodges, according to a respondent. The collapse was blamed, the on interference from 'above'. Apparently, the income from the battery was collected by people 'above' who were not responsible for the daily running of the battery and subsequently not enough money was channeled back to take care of the day to day running expenses of the battery, such as the buying of chicken feed and other requirements. The researcher could not gather the full facts behind the demise of this lucrative business opportunity, as respondents were not keen to divulge much information and because the personnel in charge of the battery had since left to seek employment outside Makuleke and the Limpopo Province. The researcher considers this as a missed business and employment-creating opportunity that deserves resuscitation for the benefit of the Makuleke community. Looking at the challenges that implementation institutions are faced with, this is an avenue that deserves full exploitation and is capable of offsetting some of these challenges, especially looking at income-generation and job creation.

The supply of fresh vegetables to the lodges, as alluded to by some officials, is something that was only envisaged but never took root. Despite the good number of Food Plot owners alluded to in the preceding chapter, none of them supplies any agricultural products to the Makuleke Contractual Park lodges. The same goes for the Banana Plantation that employs more than 230 Makuleke residents: The Contractual Park lodges are not some of the recipients of the bananas produced there. This is another avenue that, if carefully carefully executed, can contribute to some more employment opportunities on the banana farm as well as increase income for the Makuleke Development Trust Fund.

CPA and JMB officials blamed the inability of the Makuleke residents to do business with the Contractual Park on lack of capacity, both intellectual and entrepreneurial capacity. For example, there were less than five Makuleke residents at executive positions in all the lodges of the Contractual Park. Most top-level executives are from outside Makuleke due to lack of local capacity, one official lamented. Respondent officials mentioned the position of Hotel Manager and Park Manager that are manned by Makuleke residents. Much still needs to be done regarding this situation as one official remarked. The Makuleke community deserves better as far as management skills of institutions in the Contractual Park are concerned. A moratorium exists that prevents Hotel and Lodge managers from outsourcing skills without the consent of the CPA. However, the existence of this moratorium is useless when the community members are not encouraged to empower themselves, and/or are not empowered by relevant institutions, such as the CPA and the JMB to be enabled to hold high office such as managers of hotels and lodges, or even veterinary scientists and other relevant occupations in the park.

The same applies to ability to do business with the park. Although entrepreneurship capacity development is an individual exercise, with the business opportunities that the Makuleke Agreement offers, the powers that be should take it upon themselves to encourage and enable community members to equip themselves to take advantage of the business opportunities that are outsourced from outside the Makuleke area. There can never be any acceptable excuse why fresh vegetable and egg supply to lodges should be outsourced, especially because the food plot owners in Makuleke receive expert advice from the Department of Agriculture officials. Developing agricultural expertise does not require that much financial input nor does it require qualifications. It is something that relies on skilling and training.

Some officials said that with the assistance and support of ‘the Friends of Makuleke’ organizations and other institutions, they had managed to train, skill and equip as many as 230 plus Makuleke residents with the aim of enabling them to take advantage of the opportunities offered by the agreement. In as much as this was a very wise move by the CPA towards growing their own timber, not all of them were absorbed into the Contractual Park setup through employment as, it has already been mentioned. This is because the park can only provide employment to a limited number of residents due to the challenges already highlighted in the preceding chapters. However, some had been absorbed by the partners in the agreement, namely, the Kruger National Park. Those that could not be absorbed had since left for greener pastures elsewhere. Officials also highlighted the challenge of employee retention by the Contractual Park. Employees who had been skilled and capacitated, most often than not, deserted the Park for greener pastures as the Contractual Park could not compete with, for example, the KNP, in issues of remuneration and benefits. As a result, the park found it very hard to retain employees and this ultimately discouraged capacity-building exercises. The researcher, however, disagrees with this viewpoint by some of the officials. The fact that residents were trained and capacitated through initiatives and partnerships forged by the CPA and other implementing institutions is a great achievement on its own. Employment, wherever it was attained, has become a livelihood source and strategy for that individual and his or her household, and it is sustainable. In other words, the individual and his/her household have been successfully weaned from dependence on the natural resources of the Makuleke Contractual Park, from which they were evicted in 1969. Employee retention strategies are a human resource management issue and were not a subject of this inquiry. If the agreement is optimally implemented and residents take full advantage of its provisions, employee retention strategies, such as higher pay, will follow naturally through increased revenue generation. Capacity-building at the Makuleke community may not be downscaled because of employee flight, perhaps this can be curtailed through a precontract agreement between trainee and the CPA. However, as the researcher has already stated, this is an issue divorced from the aims and objectives of the study.

Although the CPA has lost most of the members from the ‘Friends of Makuleke’ stable, the Partnerships that were forged have done a great deal with their capacity-building assistance. Officials blamed the loss of some organizations because some of these organizations were starting to demand, covertly, favors and special concessions that were detrimental to the general welfare of the Makuleke people. Agreement implementing institutions are highly commended for keeping good company as members of the ‘Friends of Makuleke’. After their sad history, the

Makuleke people, deserve nothing less. The CPA should do their best to renew the Memoranda of Understanding (MOU's) with organizations that have the interest of the Makuleke people at heart. That way they can continue to assist them, especially with much needed but scarce funding, to enable capacity-building of residents, especially in entrepreneurship and business studies.

Entrepreneurship and business studies should be part of the curriculum in the local N'wanati High School, with the sole purpose of preparing future leaders and personnel for the Makuleke Contractual Park, as opposed to reliance on outsourcing, which does not come cheaply. Authorities in Makuleke should prioritize doing away with the outsourcing of skills they can 'home-grow' from their own backyard.

5.4.5 The role played by the 'friends of Makuleke' towards enhancing the sustainable livelihoods of the Makuleke community.

Respondent officials concurred that the Makuleke Contractual Park still depended on outside expertise to operate, although not to the extent that it used to in the first ten years. The outsourced expertise is generally at the executive level in areas of, for example, management and marketing. As per the agreement, conservation responsibilities are the competence of the Kruger National Park. Due to this glaring lack of capacity and expertise, around seventy percent of the workforce in the Contractual Park are Makuleke residents, while thirty percent are outsourced. Of the seventy percent, locally recruited personnel constitute only one percent in executive level positions; managers in housing and hotel and park management. The remainder are employed in menial positions, such as tour guides and general workers such as cleaners, waiters, and laundry workers.

Some of the employees from the Makuleke had got employment in the park thanks to the 'Friends of Makuleke'. The 'friends of Makuleke' are private organizations (local and international), universities, academics as well as provincial and national government who had landed a helping hand to the Makuleke community during the land claim as well as after the handover of the Pafuri Triangle region. These organizations include, inter alia, GtZ- Transform (German), Endangered Wildlife Trust (EWT), Universities of Limpopo and the Witwatersrand, Southern Africa Wildlife College, Peace Parks Foundation as well as the Ford Foundation (see Figure 24). The role played by these organizations towards capacity-building can never be downplayed as it was immense. For example, Makuleke community members were capacitated in fields such as leadership, business studies, conservation, and development.

The employment statistics cited in the preceding discussion, however, reveal that the capacity-building they funded and/or facilitated was not sufficient, especially in crucial positions such as management, governance, leadership for development enterprises and other related fields. According to the officials, they could not look a gift horse in the mouth. It was not for the CPA or the JMB to dictate to the organizations regarding what they could assist the Park or the community with capacity-building and training assistance. Some of the training gaps were exposed with the passage of time, when most of these organizations had exited from the fold, having fulfilled the roles they had pledged to play. In addition, some organizations' memoranda of understanding had not been renegotiated. Furthermore, some organizations' terms of engagement went counter to the welfare and aspirations of the Makuleke community, and their 'friendship' had been terminated. Officials agreed that negotiations with some of these organizations must be entered towards renewing the 'friendship,' for the purposes of assisting with capacity-building that would enable community members to have the capacity and expertise to get employment, to engage in sustainable businesses with the Contractual Park and pursue alternative sustainable livelihood strategies outside of their reliance on exploitation of natural resources. An avenue that also needs to be exploited is a purposeful intervention and influence on High School learners to pursue tertiary studies in identified scarce fields that will benefit the park and contribute to more income for the Makuleke Development Trust. These organizations can, if involved again, assist with funding students at tertiary institutions, perhaps with a clause in their contracts to the effect that they will work for the Contractual Park for a reasonable minimum number of years. This might help curb the skills flight that officials are lamenting about and ensure the retention of employees who were educated, skilled or trained by the partners of the Makuleke CPA.

The Makuleke Development Trust, however, may not overly rely on outside organizations for assistance in closing the glaring capacity vacuum that exists in the village. From the little income that the Contractual Park received, some funds should be channeled towards capacity-building, training and education of community members, according to one official. It is through capacity building and training that people are enabled to diversify their sustainable livelihood strategies.

Concessionaires in the Makuleke Contractual Park, The Outpost, Pafuri Camp (Return Africa) and Baobab Hill, Levubu Camp, as well as Eco-Training are, in addition to the ten percent (10%) lease payment they make to the Makuleke Development Trust, contribute to the community through social development of the community, one official said. This social responsibility includes

the hosting of Children in the Wilderness (including Elders in the Wilderness) camps, as well as assistance with repairs of schools. The researcher believes that more can still be done by the concessionaires towards educating the Makuleke residents and in capacity development.

However, officials said they were satisfied with the contribution that the concessionaires were making towards the general development of the Makuleke village.

5.4.5.1 Partnership with Children in The Wild (CITW) and Wilderness Safaris

The officials also alluded to a partnership that was formed between the Makuleke community and CITW as well as Wilderness Safaris in the year 2005. The partnership with Wilderness Safaris and CITW aims at teaching children about the importance of caring for the environment. Children are educated about conservation through Annual Camps, Follow-up Camps, excursions to the Makuleke Contractual Park and the Kruger National Park. Wilderness Safaris, though, withdrew from the partnership in 2013. However, the CITW continues with environmental conservation education project on its own and using its own funds. The CITW partnership helps the Makuleke to appreciate their natural capital, to understand that this endowment needs to be prudently conserved as it a vital source of their development economy. The youth of Makuleke stand to benefit immensely now and in the future if the responsibility to care for their natural capital is inculcated at a tender age. The environmental education includes leadership development and education of rural children in Africa. Children are inspired to care for planet earth, so that they can become the custodians of natural areas in the future. CITW also plays a significant in establishing Eco-Clubs in Makuleke. From inception of the partnership to date, CITW has interacted with 2800 children in Makuleke and spent more than 3.2 million rands in the process, according to the officials. This is a venture aimed at sustainable conservation through leadership development. Feedback from children who have gone through the CITW annual camps and excursions have expressed their gratitude and appreciation on how much what they have learnt will help them in their everyday lives for a lifetime.

The Makuleke- CITW collaboration is a partnership that must be highly commended. It helps to teach children, from a very tender age, how to care for the earth. The Makuleke Contractual Park will impact positively on the sustainable livelihoods of the residents if they are aware that the viability of the Park solely depends on how they respect and care for the community of life in the park. Furthermore, the CITW contributes immensely on changing the attitudes of the Makuleke

community towards their environment. The officials stressed the importance of maintaining this collaboration for the benefits that the community stands to accrue.

5.4.6 Capacity building for the CPA

For the CPA to perform its functions optimally, the officials must be informed in areas such as the running of meetings, negotiation, management, administration, legal procedures, and other areas they are often faced with in the implementation of the agreement. Officials reported that South African National Parks (SANParks) sometimes arranges workshops to develop them on such important issues. These workshops, though run by hired organizations, are funded by the SANParks. Meetings are other places where they how things are and should be done. The officials said the Department of Rural Development sometimes lend a helping hand in their capacity-development. It is very important for the CPA officials to stay well informed and abreast with latest information technology developments, especially when working in partnership with a highly capacitated and experienced partner like the KNP. This will help in levelling the playing fields in the implementation of the co-management agreement.

5.4.7 The current levels of sustainable livelihoods diversification at Makuleke

Officials of the CPA were asked if the Makuleke community's sustainable livelihoods had been fully diversified, such that they no longer depended on natural resources like they used to before their eviction from the Pafuri region. This study found that the Makuleke community's sustainable livelihoods strategies had not been fully diversified. For example, community members still relied heavily on subsistence crop farming to earn a living because the implementation of the agreement had not yet translated into employment opportunities for everyone. The officials made it very clear that even if the agreement implementation can be at full tilt, not everyone in the community can and will find employment in the Contractual Park. Having realized this, the CPA prioritized increasing the capacity of the Makuleke residents through the provision of education: the building of schools where children can learn and follow career paths after matriculating in addition to reliance outside on subsistence farming to earn a living. The CPA has initiated Food Plots schemes, where community members practice semi-commercial farming to earn their livelihoods. The Banana scheme is another attempt to help the Makuleke Community to diversify their livelihood strategies by providing employment to residents. The Banana scheme currently employs 230 residents. The manager aims to have the scheme hiring 300 employees soon.

Officials lamented the loss of money when they capacitated community members who left and went to work elsewhere outside Makuleke. The researcher sees nothing wrong with this practice. Leaving for greener pastures is a natural and rational response to scarcity of employment and the pursuit of decent remuneration. This will never end unless capacity-building goes with a contract that addresses issues of retention after completion of capacity-building. The most important target of capacity-building by the CPA should be assisting community members find decent employment in or outside the Contractual Park. The aim is to help them to desist from yearning to return to the hunting and/or food gathering ways of the past in the Pafuri Triangle.

This study revealed that currently, a large percentage of households' sustainable livelihoods have not been diversified. For example, 90% were yearning to return to the Pafuri region, citing the abundance of food and water there. They were also complaining about not getting employment in the Contractual Park, even though they did not have the skills and capacity to get employment. This is an unhealthy situation for any government or authority charged with the distribution of resources. It is a situation that can precipitate an 'April Spring'. Therefore, the CPA should keep its focus on capacity-building to enhance sustainable livelihood diversification by residents, irrespective of where they get employment. This would be an achievement by the CPA and JMB.

This study found that the Makuleke Contractual Park had not reached economic self-sufficiency and, therefore, still needed assistance from its partners such as the Sanparks, especially on aspects such as the construction and maintenance of conservation infrastructure. For the Contractual Park to eventually wean itself from dependence on co-management, it must focus on capacitating itself effectively and meaningfully.

5.5 A Summary of the Discussions

The preceding discussions have revealed that the residents and officials of Makuleke are not satisfied with the rewards of the co-management agreement so far. This is because the livelihood strategies of the Makuleke are, to date, not up to levels that can be sustainable. This is despite the fact that the CPA and JMB have invested much effort towards making the co-management venture a rewarding experience for all. Partnerships and alliances relevant for making the co-management venture a beneficial one have been entered into and forged. However, everyone is disappointed. This is because the benefits accrued, so far, are a far cry from what was envisaged. The Makuleke community have the natural capital, the Contractual Park. Human capital development has been embarked upon, as the preceding chapter has highlighted. Physical

assets, such as the clinic and school have been constructed for health provision and capacity development respectively. The social assets of the Makuleke community are also intact, as the community is managed and facilitated by a well constituted Tribal Authority and the democratically elected CPA. The most glaring asset that needs attention and which is vital for enhancing sustainable livelihoods (and the diversification of livelihoods), is financial capital. Another gap exposed by the study is the need for monitoring of the implementation of the co-management agreement by neutral institutions, such as government and/or NGO's. This will ensure that challenges are minimized. It will also ensure that partners in co-management play by the stipulated rules of engagement as in the agreement contract.

CHAPTER 6

RECOMMENDATIONS AND CONCLUSION

6.1 Introduction

This chapter presents the recommendations based on the findings and the discussions in the previous chapter. These recommendations are also informed by the research questions that this research undertaking set out to answer. The study explored the impact of the Pafuri Triangle agreement (Makuleke agreement/Concession) on sustainable livelihoods of the Makuleke community. The objectives of the study were to establish how the implementation has been to date, to find out the opportunities created by the Makuleke concession, to assess the ways and means through which the Makuleke community is being empowered to take advantage of the opportunities that have been presented by the agreement as well as to help in identifying the bottlenecks that are encountered by the community as well as the implementing organizations, the CPA, JMB as well as the JMC, in trying to make the implementation a win-win venture for all the parties concerned. The following are recommendations that might make a significant impact in making the Makuleke agreement a source of sustainable livelihoods for the community and their vehicle towards diversification of livelihoods in their new environment.

6.2 The need for effective communication

The objective of this study was to evaluate the impact of the Pafuri triangle Agreement on the sustainable livelihoods of the Makuleke community. What the researcher found is that most of the community members are yet to be impacted upon by the agreement. One of the main themes to emerge from data analysis was the lack of employment opportunities which impeded community members from diversifying their livelihood strategies from the way the community was used to in their indigenous Pafuri Triangle. The researcher also found that considerable effort is being made to assist the community towards livelihood diversification through training and skilling. However, this is rebutted by the economic challenges that the Contractual Park faces, which frustrates job creation and alternative employment possibilities.

This confirms the assertion by the Department of Environment and Tourism (DEAT) Task Team that there are several hurdles and hidden costs impeding the delivery of tangible benefits to claimant communities in co-management agreements in areas of high biodiversity significance. This study also found that the perception that ecotourism in protected areas is not as profitable

as initially imagined. The implications of these findings are that much still needs to be done to arrive at the utopia that the Makuleke community had envisaged after winning back their ancestral land in the South African Land Claims Court.

As already stated in the preceding chapter, both the community as well as the CPA are not satisfied with the implementation of the Makuleke agreement for varying reasons. The community members are frustrated by lack of promised job opportunities, unfulfilled promises and their lack of capacity to access employment and to do business with the Contractual Park. The officials are not satisfied that they could not meet the expectations of the people they are representing via the CPA and the JMB. The reasons advanced by the CPA/JMB for not meeting the expectations of the community are noble and honest, based on the evidence presented to the researcher, especially regarding infrastructure expenditure incurred, so far, and the difficulties they encountered that were sufficiently discussed in the preceding chapter.

The researcher recommends that the CPA and the JMC use the consultative forum to accommodate the youth on community issues as well as issues of the agreement implementation, to be the indispensable bridge that ensures that whatever happens in the CPA and JMC is communicated to the community effectively and efficiently. There appears to be lack of effective and efficient communication between the CPA/JMB and the community at large. Most, if not all, of the reasons given by the officials of the CPA/JMB for the non-realization of expectations of the agreement implementation by a greater majority in the community are not known by most of the respondents. The status quo cannot be allowed to continue. The entire community should be kept abreast with everything that transpires in the Contractual Park. This can be done through regular feedback by the consultative forum and/or the officials themselves. This will help in averting the spread of wild and baseless accusations made against officials who are trying to make sure that the agreement is implemented to their general benefit.

This study revealed that there is a serious lack of communication amongst stakeholders. Communication should also be improved regarding the advertisement of available job opportunities in the Contractual Park as well as business opportunities that are available to community members. This is one issue that the respondents reiterated, be done as they alleged job advertisements were not made as transparent as they should be. The CPA, with the assistance of members of the consultative forum, can help in coming up with an effective mechanism to ensure transparency in the dissemination of information regarding employment

and business opportunities. Perhaps a common area in the Tribal Authority offices can be used for this purpose. The schools and clinics, including all places that are highly patronized by community members are also other suitable places that the researcher recommends for information dissemination. Announcements in Tribal Authority meetings should not be the only mechanism to disseminate jobs related information. The researcher recommends that this be a mechanism used in addition to the previously recommended. Most respondents mentioned that they would prefer written and stamped adverts, as opposed to announcements, as not everyone is able to attend all community gatherings in the Tribal office due to other commitments.

Poor implementation of the agreement in the initial stages of the agreement implementation of the agreement was alluded to the non-implementation of resolutions taken by the JMB. The KNP officials also took unfair advantage of the lack of co-management expertise and experience by the Makuleke members of the JMB, by frustrating the agreement implementation process. This challenge was overcome by the appointment of an Implementation Officer. However, the Implementation Officer has since left for employment elsewhere because of the skills flight already alluded to in the previous chapter.

The study identified skills flight from the CPA and JMC as a factor that will delay and derail an effective process of the implementation of the co-management agreement. The departure of the Implementation Officer has been alluded to in the preceding chapter. This should be an eye opener for the CPA. Retention of officials of the CPA/JMC should be paramount. Loss of officials, like it has happened with the Implementation officer, is a serious setback and might compromise the implementation process. However, how the retention of officials can be ensured is not the competence of the researcher. The most rational and economic way of retaining employees is by paying them well and making the working environment conducive for their well-being. The Implementation Officer, who was also a respondent for the purposes of this study, did not divulge his reasons for his departure. It is up to the CPA/JMB to do the necessary research regarding the loss of one of their own, whose contribution was immense in getting the implementation successful. The retention of officials of the CPA/JMC should be a priority, to ensure continuity in the implementation of the agreement, as well as to ensure value for money for capacity-development that has been done on them. The researcher is not, however, suggesting that officials who have found better and fulfilling opportunities elsewhere should be blocked, as this is an opportunity for others to test the waters of co-management. This is also an opportunity for new incumbents to find employment as well and hence reduce the waiting list.

6.3 Capacity Development for maximum capitalization of opportunities presented by the Agreement.

The agreement offers a wide range of opportunities that can help the Makuleke residents with jobs and business opportunities that will enable them to diversify their sustainable livelihood strategies. The Makuleke community can no longer hunt and gather where they are now (Makuleke village). The least that the Agreement can do for this community is to help them to find a new way of living away from reliance on natural resources like things used to be in the Pafuri Region (Makuleke Contractual Park). The agreement states that the Makulekes can do the following within the Contractual Park.

- Construction work, roads, bridges, buildings, and dams
- Provide visitors, animals, and plants with security.
- Provide accommodation for visitors and related facilities.
- Provide meals and refreshments for visitors.
- Do business and trade with the visitors.
- Supply any other services for the convenience of visitors.
- The use of natural resources; hunting, collection of plants and firewood

This study has revealed that though the Makuleke community have all these opportunities as listed in the agreement, they are not taking advantage of them because of lack of capacity. They do not have the education, skills, and expertise that they need to take advantage of these offers. 'The Makuleke community has been given a bicycle they cannot ride,' as one respondent told the researcher.

The last offer on the list is access available for the community to the use of natural resources, such as hunting and gathering. This cannot be done by individuals; it can only be done by the CPA after getting approval from the KNP, if it deems the sale to be sustainable and compliant with biodiversity conservation legislation. This, effectively, means the Makuleke CPA cannot raise much-needed funds through the selling of; for example, wildlife, to take care of Park or community business, if the KNP does not approve. Such a scene has already been played out between the CPA and the KNP when the CPA had decided to raise funds by having 2 buffaloes and 2 elephants up for sale to trophy hunters. The CPA found it hard to get this sale through when the KNP refused. The researcher suggests some of what the agreement offers, such as the use of

natural resources, need to be clarified further, especially the legal implications of such a clause. This is because it will be a scene for future conflict between the CPA and the KNP. It is not acceptable for something that the Makuleke are entitled to, such as the right to use natural resources, to be subjected to further approval by an entity who is an equal partner in the agreement. This emphasizes the view, by some respondents, that the KNP sometimes behave as if they still manage the 'Pafuri Triangle'. Most of the reasons given by officials for the poor accrual of benefits to the Makuleke community were, financial income from the park not penning out as expected. This is because the implementation of the agreement needs significant financial inputs which are hard to generate through 'business as usual' in the Contractual Park. Funds must be generated, therefore, through other available avenues, such as the selling of natural resources. If the KNP sabotaged the CPA in the implementation phase of the agreement, it is not a surety if intended sales of natural resources will not be sabotaged by being judged to be non-compliant with conservation legislation in the future. The researcher recommends that the CPA gets legal clarification for clauses such as the one in the agreement for the purposes of a smooth co-management agreement implementation process.

The issue of capacity building and capacity development will be discussed with the next aspect on which this study sought clarity; namely, how the Makuleke community was being empowered to, optimally, take advantage of the opportunities offered by the Agreement.

6.3.1. Capacity Development as an Endogenous Process

The study revealed that lack of capacity is the biggest hurdle that disqualifies the Makuleke community from benefitting from the opportunities that are offered by the agreement. On paper the agreement looks very lucrative, in contrast to the stark reality of the frustration it causes to the general residents of the Makuleke community. That outsourcing of personnel and business contracts is prevalent, does not sit well with the community and officials of the CPA. Efforts towards capacity development were initiated between 1996 and 2016, with the help of the 'Friends of the Makuleke' organizations, as already discussed in the previous chapter. However, these noble efforts, as evidenced by the employment statistics, did not yield the desired impact regarding enhancing the employment prospects of Makuleke residents in the Contractual Park. For example, the Makuleke lodges employ 0.9% percentage of the total population of around 10 000.

The fact that the lodges in the Contractual Park cannot provide everyone from the village with employment is indisputable. However, this does not justify the low number of residents that are currently employed by the park, bearing in mind that some employees in the park come from outside the area due to limited capacity from the Makuleke village. This is an area of serious concern that the authorities should address. This requires capacity development, as well as capacity building, for the community members as well as for current employees and entities within the Contractual Park respectively.

It is also important to look for the reasons why previous efforts toward-capacity building did not yield a higher percentage of the total of employees hired. Officials have blamed this on recipients of capacity development going to look for employment outside the Makuleke area and because not all the capacitated individuals could be absorbed, due to the capacity of the Contractual Park to provide employment. The questions that arise are what the basis for the capacity-building venture was (sponsored by the 'Friends of Makuleke') between 1996 and 2016. How were the areas for intervention identified and what informed the numbers of trainees to be capacitated? Was sufficient needs analysis of the Contractual Park done; did the opportunities presented by the agreement also inform the fields on which the capacity development recipients should be capacitated on?

This study also exposed the fact that there was no needs analysis conducted before capacity development was embarked upon in 1996 and 2016. The 0.9% employment rate by the concessionaires' entities exposes this fact vividly. If needs analysis had been done, it would have been found that the number of trainees was more than would be required by the Contractual Park. If needs analysis was not done, the results of this oversight are there for everyone to see. Much effort and financial input goes to waste when recipients of capacity development cannot be absorbed locally and, a worst-case scenario, if they cannot even secure employment outside the Makuleke area. It should be emphasized that the aim of capacity development in the Makuleke should not necessarily be for ensuring employment in the Contractual Park only. Even if recipients of capacity development secure employment outside the park it would be acceptable because they will be earning a sustainable livelihood. They would have been enabled to diversify their sustainable livelihood. They would, moreover, have reduced the competition for employment in the Contractual Park. The trainees who could not be absorbed and could not find employment outside the Contractual Park are a matter for serious concern. However, some of them are getting old because they were trained a long time ago. The CPA should treat this as an eye opener for

future capacity development ventures. Most of the trainees' level of training was at certificate level. There were very few diplomas. Furthermore, there were no trainees who were trained or educated at degree level. This is another area of concern regarding the 1996-2016 cohort of capacity development recipients. Future capacity development ventures should take the level of training to be undergone very seriously, as there is a high competition in the job market today.

Another recommendation regarding capacity development is that the JMC should play a leading role in this exercise. The JMC comprises of officials from the CPA, the Concessionaires, as well as the Kruger National Park. The concessionaires know the kind of quality they require from their employees. They also know the level and depth of skills they will require in cases of personnel recruitment. In addition, they can identify areas of need in their businesses and, therefore, should be the best advisers to the CPA on what type and level of capacity development the CPA should initiate, so that trainees can easily walk into these vacancies after completion of capacity development. SANParks (KNP), as partners in the co-management venture as well as being a beneficiary of the previous capacity development venture, should play a similar role as that recommended for the concessionaires. They should also offer advice on future capacity development ventures. They have already benefitted from the previous batch of trainees by absorbing a sizeable number of trainees. They owe the CPA a favor and should therefore, absorb unemployed trainees, instead of hiring people from outside their partners' precincts when job opportunities become available. The concessionaires and the SANparks (KNP) should also be lending a helping hand regarding capacity development on humanitarian grounds. The concessionaires, though contributing to the Makuleke CPA through the 10% levy, payable, should consider lending a helping hand through providing scholarships for capacity development in areas relevant to their trade. The number of trainees should be determined by what is available from their coffers and by how many they can readily absorb. They may also help with capacity- building in other fields outside of their domain of operation if such training is relevant for other entities in the park and elsewhere. Such gestures can benefit the Makuleke community and should be done on humanitarian grounds for the people on whose heritage their businesses operate.

The SANParks (KNP) KNP should also play their part towards capacity development. The KNP are responsible for the eviction of the Makulekes from the Pafuri Triangle in 1969. Furthermore, the KNP knows that the eviction of the Makulekes had caused so much harm. The pain cannot be quantified in terms of money. There was also emotional and psychological trauma that they endured, the disarticulation and devastation of their social traditions, the destruction of their

sustainable livelihood strategies. All these can never be expressed in monetary terms. The researcher believes that the horrors that the Makulekes endured are priceless. The KNP should also accept that a moral debt needs to be paid as part of reparations to atone for the wrongs that have been done. Granted the KNP still takes care of the Contractual Park's conservation related financial tab, the KNP should be the central actor in capacity-building for Makuleke residents as a way of acknowledging that wrongs were done to the Makuleke community in the past. The KNP should also play a leading role in assisting the community to enhance their capabilities, so that they can diversify their livelihood strategies. If the KNP is unable to assist with capacity development for the community, it will be a red flag that they are in the co-management venture to watch it crumble. Therefore, the KNP has been in existence for more than 100 years now. There is substantial expertise of expertise, experience and capacity which they can use to empower the Makuleke community (through capacity development) to run the Makuleke Contractual Park successfully without dependence on external institutions.

The CPA has embarked on a venture to resuscitate partnerships with institutions that had served their contracts with the Makuleke community and had terminated their engagement. For example, institutions such as the Endangered Wildlife Trust (EWT) and the University of Stellenbosch. The researcher recommends the same although this time, the JMC should ensure that the partnership yields more rewarding benefits than in the first partnership. The CPA now knows the areas where the Makuleke Contractual Park, as well as the community, need urgent intervention and assistance, especially capacity-building and development. The CPA, while busy negotiating for renewal of these partnerships, should insist on partnerships with entities and institutions that have the interests of the Makuleke people at heart. Therefore, they should insist on partners who are going to make a huge impact and create positive change in the sustainable livelihoods of the Makuleke community.

This study has also revealed that the CPA/JMC components of the agreement implementation are not driving the capacity building venture. Instead, they leave it to outsiders to handle it on their behalf. The Makuleke CPA should own, design, implement and sustain capacity development instead of living it to outsiders. They are the ones who best know what the local community lacks and needs. Development is endogenous as opposed to being exogenous. Therefore, capacity development should empower and strengthen endogenous capabilities. Capacity development conducted in this way will make the most of local resources, people as well as skills and build on them. The capacity-building venture undertaken for the 1996-2016 period was more of an

imposed/exogenous approach, it was more of a 'one size fits all' approach that valued best practice instead of 'best fit' for the Makuleke context. Capacity development should emphasize deep and lasting transformations of individuals and communities, so that their sustainable livelihoods are enhanced and/or people are enabled to adapt their sustainable livelihoods smoothly. The Makuleke context dictates a capacity development approach that is not donor-driven or based on reliance on foreign expertise. Therefore, capacity development should, in the future, be locally generated and sustained.

In addition, it has been shown that the success of many capacity development ventures depends on the integration of three interdependent levels: the individual level, the organizational level as well as the environment (enabling) level. The Makuleke Tribal Authority, as the organization, should create a conducive environment for individuals to participate in capacity development. This entails the individuals being involved and consulted on matters regarding capacity development. It also dictates that policies on capacity development should be known by everyone. Furthermore, the fruits of capacity development should be there for everyone to see. People should be rewarded through, for example, getting employed or promoted (if currently employed) by the organization unlike what happened to the previous capacitated cohort who are currently still unemployed (and not doing business with the Contractual Park)

Capacity building is a complex but rewarding exercise, if undertaken from a localized context and is bottom-up, based on what the targeted group require. It should also be needs-oriented.

6.3.2 Increasing the capacity of existing business entities.

Capacity building of existing business enterprises within the Makuleke Contractual Park is another avenue that can be used to raise the income accruing to the Makuleke CPA' s coffers (through the 10% levy paid by the concessionaires). Capacity development by the lodges within the park entails, inter alia, increasing the financial output of the business entities through innovative marketing strategies, gaining comparative advantage over competitors in the tourism industry. The researcher recommends that the JMC consider this possibility of capacity in their meetings and evaluate if there are no possibilities of increasing the revenue of the lodges through additional buildings or increasing the capacity of the existing businesses.

CPA officials talked of plans that were afoot towards the development of more business (businesses) within the park. The officials could not divulge further information as this was still

under discussion. The researcher views this as good news for the Makuleke community. This is because it will contribute to more income that will be generated by the CPA as well as increased job opportunities for the community. The Makuleke Contractual Park, as a birding capital of the entire Kruger National Park area, has a towering advantage over its competitors in the birding tourism sector and has the capacity to attract more international tourists. The JMC should take advantage of this natural advantage.

This study also exposed the importance of the need to generate more income by the CPA as the panacea that will enable capacity development for the Makuleke residents. It will also help in reducing reliance on, external aid for financial resources for the general development of the Makuleke village residents. It is through development that the community can be enabled to diversify their livelihoods and reduce dependence on the CPA and the Contractual Park.

6.4. Doing Business with The Contractual Park

This study has revealed that community members are not taking advantage of the above-mentioned provision as in the agreement contract. The opportunity for the Makuleke community members to conduct business with the Makuleke Contractual Park is an area where the community should be capitalizing on as it is lucrative in as much as it seems within their range. Unfortunately, the reality is that it is not being taken advantage of.

Officials of the CPA interviewed cited one community member who was doing business with the lodges by transporting their workers. The community member transporting workers for all the lodges and was paid monthly. Unfortunately, the transporter was the only one capitalizing on this service. Officials also talked of an attempt, in the past, to supply chicken to the lodges at some stage. They indicated that this business venture collapsed as it turned out to have been unprofitable in the end. This is a cause for concern, as this is an opportunity lost. This type of business could have created at least 10 more job opportunities for community members.

The food plots should be supplying vegetables, cabbages, onions, and other vegetables, to the lodges. However, community members did not seem to notice these possible business opportunities. The researcher recommends that, although the co-management agreement has been translated to the language of the residents, the CPA is responsible for making sure that the residents understand the provisions (of the contract) that they can use to their advantage and diversify their livelihoods. The more community members venture into these opportunities, the more they will have lightened the responsibility of the CPA to provide them with employment in

the Contractual Park. Community members could also do business with the Contractual Park through, for example, supplying eggs, providing security for visitors within the park, providing firewood to campers as well as supplying ice to the lodges as temperatures can really soar in this part of the Limpopo Province. The security that is provided by Makuleke residents is for the visitors at the chalets in Makuleke village. Security in the Contractual Park is the responsibility of the Kruger National Park. The same applies to the transport for visitors.

The JMC may need to revisit this area of the agreement for the sake of job creation. The researcher recommends that security of visitors within the Contractual Park be the responsibility of the trained community members (Game Rangers) who are unemployed. Furthermore, the supply of field guides should be the domain of trained community members. This should be done on the background of the challenges (due to financial constraints) of the CPA to generate enough job opportunities for community members. It should be done with the understanding that the Makuleke community will never go back to their former home, where their livelihoods were guaranteed by the abundance of food resources.

The supply of refreshments to the lodges is something that can be outsourced for the sake of enabling community members to do business with the lodges within the Contractual Park. The nature and form thereof can be decided upon by the JMC having assessed the capacity of aspirant community members.

The CPA should also investigate the possibility of resuscitating the chicken supply business with the lodges. Consultation with experts from the Department of Agriculture and the Department of Rural Development can reap good rewards in this respect. In addition, raising and selling chicken is a business that does not require massive investments in education but can be achieved through training. This kind of a business can pay dividends through job creation and can be sustainable. The same applies to the discontinued egg supply business. This is another business that community members can undertake as it is comparatively less demanding financially. Community members will only need capacity development to undertake this business venture. Experts from the above-mentioned departments can also be involved to assist community members.

The food plots have an ample supply of water from the Makuleke Dam. The CPA would have helped if they can insist and ensure that the farmers in these plots produce and supply vegetables to the Makuleke lodges. If this can be ensured, jobs will be created. Livelihood strategies will also

be ensured and enhanced. The food plots are currently practicing subsistence farming and are therefore not labor intensive and innovative enough. These food plots can be commercialized and converted into lucrative businesses that will benefit the community immensely.

The Makuleke Irrigation Scheme (now called Baobab Fruits Irrigation Scheme) is a good example of what a commercialized venture can do for the benefit of a community. The scheme started as a potato producing scheme employing less than fifty workers. Having realized that potatoes are not profitable, the scheme was converted into a banana producing enterprise. The scheme is supplying bananas to Pick n' Pay supermarkets across the country. The scheme currently has about 230 Makuleke residents under its employ. No one can dispute that it has contributed immensely to the sustainable livelihoods of the Makuleke community. The scheme is another good example of how a business enterprise can increase its capacity when professionally managed. The manager of the scheme, having realized that potatoes were not producing satisfactory financial benefits, changed the product and reaped the rewards. The changing of products by a business enterprise may not be an applicable alternative to all businesses, including the Makuleke lodges, but it is a good example of how innovativeness can change the fortunes of an enterprise. The Baobab Fruits Irrigation scheme is an initiation of the Makuleke Tribal Council (TC). The researcher was intrigued that the scheme is also not one of the Park Lodges' suppliers of bananas. Reasons advanced by the officials included the fact that the scheme is an agreement between the manager and the TC. Furthermore, the CPA has no control over the scheme.

6.4.1. Cultural tourism as a business opportunity and a tourist attraction

The World Tourism Organization (WTO) defines cultural tourism as the form of tourism done with the purpose of experiencing the cultural aspects of the destination. These cultural aspects include but are not limited to lifestyles, history, and historical sites as well as cultural performances. 37% of all global tourism is cultural tourism. (World Tourism Organization, 1985)

This study has found that the possibility of creating income through cultural tourism is not efficiently exploited in the Makuleke Contractual Park. The Makuleke Contractual Park has, in addition to their rich endowment of natural resources, an abundance of cultural tourism resources. These resources include, inter alia, architecture (the ruins left behind after the eviction, art and crafts, music and dance as well as primitive dances and practices. The ruins of the Makuleke Tribal office before the evictions of 1969, the ruins of Chief Makuleke's home as well as the ruins of the Makuleke school are architectural resources that if well marketed can attract both local and

international tourists to the Makuleke Contractual Park. Crooks' Corner (where the South African, Zimbabwean, and Mozambican borders intersect) is a highly scenic area, with an interesting, shady history. It is also the confluence of the Great Limpopo and Livhubu rivers. This area can be transformed into a lucrative tourist attraction in the Contractual Park. The unique music and dance culture of the Makuleke people can also be turned into an attraction that can be capitalized upon by the concessionaires for the entertainment of tourists. The drama acting out the events of the 1969 evictions, the 'Xigubu', 'Xifasi', as well as the 'Xinombela' cultural dances (by both males and females) are cultural resources that can be commercialized to the benefit of the participants and the entire community in general. The participants in these activities can be compensated at rates determined by the concessionaires and the JMC.

Some of these activities are currently being done as a package attached to the money paid to the concessionaires by tourists. However, the tourists must travel out of the Contractual Park to the Makuleke village, which is more than 60 km from the Contractual Park, to enjoy the song and dance. This long journey might be a dampener for tourists, and they may not be willing to travel such long distances bearing in mind the incessant heat of the summer season in the area. Perhaps the JMC might want to accommodate such activities within the park, instead of outside in the village. The separation of the Contractual Park and the cultural attractions in Makuleke village might ultimately discourage community members from taking part in these very important activities and thus lead to loss of culture.

Cultural Tourism is an important potential source of tourism growth. It has the potential to attract high spending visitors, while doing little harm to the environment. If well planned, the economic rewards of cultural tourism can benefit the Makuleke community considerably. Cultural tourism will not only benefit the Makuleke people financially (by being a tourist attraction), it will also benefit them by encouraging them to preserve their culture. The conservation of culture in the Makuleke Contractual Park should be elevated to the level of biodiversity conservation, as both can increase the capacity of joint management. The researcher is of the view that cultural conservation should have a higher priority in joint management than biodiversity conservation.

Respondents mentioned that there were residents who used to do beadwork business with the Contractual Park and that this business had since been relocated to a neighboring village not falling under Chief Makuleke. The researcher could not authenticate these claims but recommends that if this is true, justice must prevail and the business be returned to its rightful

owners, the Makuleke people. This beadwork can contribute to the welfare of residents and enhance their sustainable livelihoods.

6.5 Recommendations on Human Resources Procurement and Retention

All the respondents did not paint a good picture of the implementation of the Makuleke agreement regarding the thorny issue of employment and employment creation in the Contractual Park as well as in the Tribal Authority. Allegations flew from the lack of job opportunities to the practice of nepotism in the recruitment procedures and processes. Respondents claimed that transparency in advertisements was non-existent and that some households had up to five members working in the Contractual Park. The researcher could not verify every claim made but can only offer recommendations emanating from some of the allegations made. The officials interviewed also raised their concerns regarding the failure of the agreement implementation in creating the job opportunities they anticipated based on the financial projections given by concessionaires. Other reasons for the poor generation of job opportunities have been discussed in the preceding chapters. Overall, both parties (the community and the officials) are dissatisfied with the poor creation of job opportunities. Their only difference regards the reasons for the status quo. Respondents allege job opportunities are there, but it is the recruitment process that is besmirched with corruption and nepotism.

As already discussed in chapter 4, the Contractual Park employs less than 1% (of the total population) of the Makuleke village. This small percentage of employees should already serve as a red flag for the authorities that things are not rosy in the employment arena of the Makuleke Contractual Park. Lack of employment and poor creation of employment opportunities is not a problem peculiar to the Makuleke Contractual Park, neither is it a provincial problem. Rather, it is a national, and even worse, an international problem. That employment opportunities are hard to come by everywhere, however, does not give the authorities carte blanche to be unscrupulous. The CPA are delegated by the community to lead them in the implementation of the Makuleke Concession. The officials should thank the community for entrusting their trust on them by putting their interest first and nothing second.

The officials should also be altruists. Good leaders work for the benefit of all or, at least, for the benefit of a greater majority and should be guided by the moral principle of justice. The few job opportunities that are created should be transparently advertised. The authorities know how they can achieve better but they should always make sure that every deserving resident of Makuleke

knows when there are vacancies, and everyone should be given an equal opportunity to compete for employment. Nepotism on the part of the authorities will result in a Makuleke version of an 'April Spring'. This is not a situation that anyone wants to see, especially because it can be avoided. Leadership should prevail when appointments into vacancies in the Contractual Park happens. Responsible officers in the Contractual should treat this issue with the seriousness that it deserves. Respondents were very emphatic that nepotism is rife in the making of appointments and recommended that it should be done away with immediately. The researcher cannot agree more with the respondents.

Tribal Council meetings and announcements in schools are not sufficient, though public enough, for the advertisement of job opportunities. Authorities should come up with mechanisms that will ensure that everyone knows about job vacancies that need to be filled in the Contractual Park. Sufficient time should also be afforded to aspirant applicants to apply and submit applications. Respondents alluded to instances where they saw job adverts 'today' and the interviews were conducted the following day. The researcher will not try and conduct a workshop on personnel recruitment, as there are residents who have this expertise within the Makuleke community. From the cohort of trainees who were capacitated between 1996-2016, there are those that were trained in human resource management. Perhaps this is the right time for officials to make use of them as they know 'good practice' regarding recruitment and appointment processes and procedures. The researcher does not recommend the use of external agencies for these purposes as this can be handled locally. There is sufficient expertise in the area.

The researcher recommends that interviewing panels should always include Makuleke residents in them. Respondents said the reason that there are non-Makuleke residents working in the contractual park is because there are no Makuleke residents in interviewing panels. Although this might sound discriminatory, we may not lose sight of the fact that the main beneficiaries of the Makuleke Contractual Park are the Makuleke people. It is redistributive justice after what happened to them in 1969. The Contractual Park should contribute to the diversification of their livelihoods. The inclusion of Makuleke residents in the interviewing panels will ensure transparency and legitimacy of the results thereof. This will also enhance the confidence of the community on the interviewing panels, as they will be certain that there are people in the interview panels who are serving their interests.

Officials talked of ring-fencing some jobs for Makuleke residents, such as temporary artisan work, for example, building, general repairs and plumbing. This is a highly commendable exercise if it is implemented as it ensures that community members get a share of the Makuleke Contractual Park deal. Officials also mentioned an existing moratorium with the concessionaires that no appointment of people from outside Makuleke villages will be affected unless such a skill is absent within the Makuleke villages; even if the skill is absent, the CPA shall authorize for such an appointment to happen. This is also commendable, although, per respondents from the community, this arrangement is porous. Although it is a good arrangement, it also requires vigilant monitoring, for it to have the required results. The researcher was reassured by the officials that this moratorium is monitored by residents entrusted with such responsibility in all the Contractual Park's enterprises. If this be the case, most of the unemployed Makuleke residents might get that long-awaited job opportunity.

Employee turnover in the Makuleke contractual Park has both advantages and disadvantages, depending on whose perspective it is being looked at. From the employee who has been offered better rewards for their labour in another institution, it is a windfall and an opportunity to grow in a new and different environment. From the perspective of the unemployed Makuleke resident, this is a chance to compete for a vacancy that has been created by the termination of the employee. To the CPA, this employee turnover reduces the list of those waiting on the job queue. The researcher concurs with all perspectives as they are all rationally correct. The long-term effects of employee turnover are hard to contemplate, especially on employees who had been capacitated and trained. Their turnover represents a loss of investment and accumulated experience. Employees who have left for greener pastures are usually replaced by new incumbents with no comparative experience. This is a big setback, as it disrupts the progress that was being made.

The Makuleke Contractual Park agreement implementation was rocky at the initial 4-5 years due to lack of expertise and capacity in co-management issues. This setback was offset by the employment of an Implementation Officer, who changed everything for the better. Unfortunately, the Implementation Officer has since left for 'greener pastures.' The researcher recommends that the CPA devises means to retain employees holding crucial positions. There are positions that are like a cog in a machine, that an enterprise like the Contractual Park cannot dispense randomly, as it wreaks havoc with continuity and the progress made. For example, some senior officials interviewed always referred the researcher to the Implementation Officer (although he had been

gone for more than 5 years) for answers to some questions. This confirms that there are some personnel that the Contractual Park must try and hold on to, especially because the implementation has just started to take shape.

Employee retention strategies are also diverse. However, the most decisive ones are the remuneration package of an employee and their working conditions. The Makuleke Contractual Park is a new enterprise that cannot compete with highly established organizations such as the Kruger National Park; for example, in the two aspects of job satisfaction mentioned above, the question that now arises is how employees in crucial positions for the Makuleke agreement implementation be motivated to stay.

The answer is not very hard to find. The CPA should sacrifice everything and pay employees in crucial positions well. However loyal to an organization employees might be, they will always make rational decisions when offered better employment elsewhere. The authorities should device some means to access funds that will assist towards higher/competitive salaries to retain their employees. They have the right to use their natural resources. If they can exercise their rights correctly and sustainably, they can afford to retain their employees through better pay. The need to raise the stakes for employee retention gives more substance to the need to increase business capacity in the Contractual Park as well as increasing businesses in the park. The maximization of income generation within the park should be the norm. Increased income generation should be reciprocated by good governance too. The researcher is encouraged by the fact that the Makuleke Development Trust Fund is externally audited, annually to ensure good governance. The ball is in the court of the CPA as far as employee retention is concerned. The only way to ensure continuity and progress in any organization is through keeping and maintaining the same personnel over reasonably longer periods. CPA officials should ensure this by offering competitive salary packages and attractive working conditions.

6.6 Governmental assistance in the implementation of the Makuleke Agreement

This study has exposed the glaring lack of monitoring and evaluation of the co-management agreement by the government. The first five (5) years of the implementation have been the rockiest thanks to this lack of monitoring by the Government. The inexperienced and uncapacitated Makuleke CPA was left to their own devices against a heavyweight institution like the SANParks/KNP. This research has shown that the implementation of the co-management agreement of the Makuleke Contractual Park has not been to the expectations of both the

Makuleke residents and the executive of the CPA. The community were expecting to benefit from the implementation through, inter alia, jobs and business opportunities. The CPA were also expecting to provide these benefits to the community as promised. However, there has been limited success. This is due to the lack of capacity by both the community members and the CPA while the community lacks the requisite capacity to take advantage of opportunities. The CPA lacks the financial capacity to develop the capacity of the community members, to enable them to take advantage of opportunities presented by the agreement.

The status quo calls for governmental intervention, as the situation cannot be left to continue. All three tiers of government should come to the party and assist the Makuleke community by enabling them to make the agreement implementation successful. Currently, the Makuleke Contractual Park benefits indirectly from the national government through the 15% (from national government budget) that is allocated to the KNP annually. The KNP assists the Contractual Park with conservation responsibilities and the maintenance of conservation infrastructure, which is apparently is a responsibility the KNP is not taking care of. The Department of Rural Development also assisted the CPA with money from the Restitution Discretionary Grant. Added to this donation, assistance with more funds for planning were received from the Department. There has been no assistance received from any government entity rendered to the Makuleke people (CPA) for a while.

The researcher recommends that the CPA should requests for technical and financial assistance from the government, especially from the Rural Development Department which is responsible for ensuring sustainable livelihoods for rural communities.

The mission of the Department of Rural Development is to initiate, facilitate, coordinate, catalyze, and to implement integrated rural development programmes as well as the improvement of rural services to support rural livelihoods. The Department also assists rural communities towards sustainable employment through skills development and training. The Department is charged with the responsibility to promote rural enterprises that are economically, socially, and environmentally viable. These responsibilities are what the Makuleke community need. This is a department that the CPA Exco must work closely with on a regular basis, as most of their woes will be mediated. Regarding the area of capacity building and development, the Department assists in building sustainable rural livelihoods in alignment with the National Development Plan (NDP) and outcome 7 of the government's 2014-2019 Medium Term Strategic Framework (MTSF).

The Department of Rural Development houses the Recapitalization and Development Programme (RADP) that deals specifically with making sure that redistributed land such as the Makuleke Contractual Park are highly productive and profitable. The Makuleke CPA can benefit enormously by seeking assistance from the RADP by seeking assistance. This is a programme that can address capacity-building and development challenges. There is also, within the Department, the Comprehensive Rural Development Programme (CRDP). This programme enables rural communities to fight rural poverty through training communities on the efficient use and management of natural resources and through strategic investments in economic and social infrastructure that will benefit them.

Furthermore, there is the Rural Enterprise Infrastructure Development (REID) which focuses in enabling institutional environments for vibrant and sustainable rural communities. This unit deals with the promotion of participatory approaches to rural development. This unit might be the panacea for the Makuleke Food Plots owners. The owners do not only need capacity-building, but they also need to look at enlisting other community members and run their food plots with the help of other community members and run these plots as participatory projects. This way they can increase their productivity and graduate from semi-commercial to commercial farmers who can even do business with the contractual park and other entities outside of Makuleke.

The Technical Support, Skills Development and Nurturing Unit in the Department of Rural Development provides technical support to institutions and structures established in rural communities. This unit addresses challenges of skills and capacity building which are the most important interventions the Makuleke community needs. This unit draws up household profiles. The profiles are used to inform about areas of need in the community. The unit then creates strategic partnerships with the Private Sector, State Owned Enterprises (SOEs) as well as International Organizations (and NGOs). These strategic partners will then take care of the training and capacity building that will enable trainees to fill the gaps identified through the household profiles. This capacity development and building is in alignment with the development interventions and economic opportunities identified via the household profiles compiled initially.

This approach to capacity building will avoid a scenario where capacitated members of the community complete capacity building and training only to come back home and sit without jobs. The unit also assists with the empowering of rural communities through skills transfer, developing artisans and enabling communities to start their own enterprises. One of the areas that this

research identified as being areas of desperate need in the Makuleke community are enterprise development and the lack of entrepreneurial expertise. The Technical Support Skills development and Nurturing unit can come in handy to address this challenge in Makuleke village. The Rural Livelihoods and Food Security unit in the Department of Rural Development can also assist with improvements of rural livelihoods by promoting economic development and the development of rural enterprises.

Outcome 7 of the South African government's 2014-2019 Medium Term Strategic Framework is constituted by five (5) outputs. Output 4 alludes to rural job creation linked to skills training and promotion of economic livelihoods. This output alludes to improvement of employment opportunities and economic livelihoods, by producing viable economic livelihoods as part of ensuring people's quality of life in the form of formal jobs, household production or informal activities.

The foregoing exposes the avenues that the Makuleke community can explore towards benefitting from the partnership and the community reaping the rewards of the agreement. Having won their ancestral land back through the Land Claims Court has not rendered the Makuleke community 'Independent' from the South African government. Rather, the Makuleke community are still the citizens of the country. The South African government is responsible for the welfare of the Makuleke community. Having won the 'Pafuri Triangle' back has neither made the Makulekes overnight multi-millionaires who need to be financially and materially weaned from dependence on all the three spheres of the South African government. National government should therefore, in all fairness, be on the forefront of making sure that the co-management agreement between the Makuleke community and the KNP succeeds because there are other communities who have also lodged land claims within biodiversity conservation areas elsewhere in South Africa (including some other parts of KNP) who are watching how the implementation of the Makuleke agreement is penning out.

The Makuleke co-management agreement must be seen to be a viable model so that it can also be implemented elsewhere. The failure of the Makuleke model will lead to other communities (with similar land claims) opting for something else besides co-management as co-management would have been found to a failure. National government should, therefore, help the CPA in Makuleke with both material and financial aid. Furthermore, the CPA needs funds for capacity-building and social development. These funds are hard to come by through normal at the Contractual Park.

The Department of Environmental Affairs and Tourism (DEAT) have identified some of the disadvantages of full co-management, as a way of settling land claim issues between authorities and claimants, as the length of time it takes for rewards to be realized as well as the high management costs involved in co-management. It is not surprising that the Makuleke community is grieving about promised rewards that are not forthcoming. On the other hand, the CPA cannot raise enough money to address urgent societal issues and their inability to hold on to valuable labor resources. Therefore, the DEAT is well positioned to advice government to sustain its aid to the Makuleke CPA, as their withdrawal (national government) seems premature. The researcher recommends therefore, that the national government continue to support the Makuleke CPA, directly, until they are ready to run the Contractual Park on their own. Assistance can also come via the Department of Rural Development, whose competence it is to intervene when challenges are encountered in issues of promoting and enhancing sustainable livelihoods of rural communities, such as the Makuleke.

Government should also monitor the role of SANParks regarding skills transfer and mentoring of the Makuleke CPA, aimed at building their capacity such that they, in future, can manage the Makuleke Contractual Park on their own. Skills transfer is one of the main responsibilities of the SANParks in the co-management agreement and should thus be undertaken with the vigor that it deserves. To date, very little has been achieved to this end. This should be a real cause for concern to the South African government and commentators.

6.7 Recommendations regarding the Co-management agreement renewal

The co-management agreement in the Makuleke Contractual Park will be due for renewal soon. Most of the households interviewed (60%) preferred that the contract be renewed on condition that the agreement is reviewed and that the reasons for its failure to succeed should be clarified. They also insisted that it should be renewed after it has been clarified how, in future, their expectations and benefits are going to accrue to them without failure. However, all the officials interviewed were confident of a positive change in the fortunes of the implementation. They said this will happen because they have gathered enough experience and have learned from the challenges encountered so far. The officials wished that the co-management be renewed, although they would prefer to make some amendments to it. For example, they preferred some clear definitions of clauses in the contract as well as clarification of the roles and rights of each party in the agreement.

The researcher agrees with both the community members as well as the officials of both the CPA and JMB. However, the researcher recommends that the renewal should be done after having evaluated compliance with the provisions of the initial agreement, especially the clause regarding the rights of the Makulekes CPA on using the natural resources within the Contractual Park. The role of the KNP should be clearly spelled out, stating whether they are in the co-management agreement to continue to stifle the progress of the Makuleke community after the injustices that they inflicted upon them in the past, or whether they are undermining the Makuleke community's decisions-making prowess. They must also state whether they are in the co-management agreement to entrench the stereotype of African people as being backward and unknowledgeable on issues of biodiversity conservation and management.

The agreement also gives the responsibility of the management of conservation infrastructure to the SANParks. The SANParks has apparently been dragging its feet in doing repairs to conservation infrastructure such as conservation tracks and bridges. This only goes to show that the KNP has not given up the fight of trying to hold on to the apartheid era 'Pafuri Triangle' it used to control previously. This is enough reason for the researcher to recommend that a checklist-based evaluation of the performance of each party's responsibilities (in the agreement) be undertaken before the renewal of the agreement. Parties found underperforming should account for the shirking of their responsibilities (if there is evidence of any). Parties found wanting in the carrying out of their responsibilities should be made to fulfill them before another agreement is signed. Such parties should commit to adhere to and fulfil their responsibilities to the letter in future.

There is abundant and clear evidence that SANParks is discouraging the implementation of the Makuleke Agreement so that the community can blame this on the CPA Exco. A situation where the community starts losing faith in the CPA Exco seems to be the preferred state that the SANParks wants to see. This is the reason why government should intervene to ensure that the Makuleke concession is not sabotaged.

The CPA should, however, be commended for its cohesion, steadfastness as well as its servant leadership for the Makuleke community. They have endured much disrespect from their partners in the co-management venture for the sake of the Makuleke community. The Makuleke Tribal Authority should also be commended for creating a healthy environment for the CPA to work in.

6.8 Building bridges for success

The problem of communication between the CPA executive and the general community membership is an area that needs to be improved upon. As already discussed in Chapter 5, most of the reasons why sufficient benefits are not accruing to the general Makuleke community, to improve their welfare and help them to diversify their sustainable livelihoods, are not known by the community. When the community is not well-informed, it is susceptible to misinformation by detractors. Wrong information from detractors to a public still awaiting Utopia can cause chaos that may lead to lack of trust to achieve desired outcomes for developing the Makuleke community. Communication about available job opportunities and the challenges encountered in the implementation of the Makuleke agreement to the general populace of Makuleke should be the focus of the CPA.

6.9 Mitigating the challenges in the agreement implementation.

6.9.1 Meeting the expectations of the community.

This research has found that the Makuleke CPA Exco has a good story to tell regarding the enormous challenges that they have encountered and are still encountering in their quest to deliver the expectations of the Makuleke community. There is very little that the CPA Exco, together with the other parties in co-management, could have done to arrive at a better state of the Makuleke community bearing the challenges encountered along the way.

The benefits that have accrued to the community so far will contribute immensely towards the realization of the dreams of the community. It is only a matter of more time and more commitment from the implementing parties till the Makulekes arrive in the promised land of job opportunities and business opportunities inside the Contractual Park

6.9.2 Implementing parties as enablers and capacity building agents.

The contribution that was made by various organizations, academic institutions, and Non-Governmental Organizations (NGOs) is significant. These 'Friends of Makuleke' (FoMs) have made some valuable contributions towards building and developing the capacity of the Makuleke people to enable them to participate in the running of the Contractual Park through employment or service providers. All this thanks to the CPA Exco as coordinators of this alliances with the FoMs. The JMC as well as the JMB are commended for this. The researcher recommends that these alliances be maintained as their impact was there for everyone to see. The role of the

SANParks (KNP) should also be recognized especially through skills transfer and mentoring so the Makuleke can manage the Makuleke Contractual Park on their own in the future. The researcher recommends that the SANParks must also play its enabling role as well.

The researcher also recommends that future capacity building ventures should be endogenous as opposed to being imposed from the outside (exogenous). Capacity development should be based on household skills audits and the opportunities identified by concessionaires and other entities as crucial to the running of the contractual park. This research has shown that the 'one size fits all' approach to capacity development and building has been proven to have limitations.

6.9.3 Improving partnership relations with the SANparks (KNP).

This study also revealed that the relationship between the contract partners is not as cordial as it is made out to be and thus needs to be improved upon.

The KNP must honor the agreement provisions to the letter and may not want to be seen to be blocking the progress of the implementation of the Makuleke agreement and thus denying the community from benefitting. Disrespecting the Makuleke people will not return the Contractual Park under their control. The Makuleke need the KNP in as much as the KNP need the Makuleke. The researcher recommends that relations between these two crucial players in the agreement improve for the benefit of everyone involved as well as posterity.

The resilience and coherence of the Makuleke people has helped them since 1969. This strength has seen them through the challenges of deceit and disrespect they have had to endure since the beginning of co-management. These same qualities will be crucial for delivering some benefits to the Makuleke community.

The Makuleke CPA must renew strategic partnerships with organizations such as the WWT and academic institutions that will render assistance in crucial areas that need capacity building for both the CPA Exco and the general membership of the CPA. The Makuleke must also aim at running the Makuleke Contractual Park on their own in the foreseeable future. The way to go should be capacity development and capacity building that will ensure strong management structures that will not be taken advantage of or disrespected. This should be done urgently. The Makuleke people have been waiting for too long (19 years) to reap the rewards of the return of their ancestral land from which they were evicted 51 years ago. They have also been waiting for

too long for redistributive justice. The community should not have to wait any longer to reap the rewards of their returned ancestral land.

6.9.4 Lessons to be learnt from Kakadu National Park (Australia)?

The Uluru-Kata Tjuta and the Kakadu National Parks in Australia are parks that are in co-management (the Indigenous Aborigines with the Australian Government) like the Makuleke Contractual Park. However, the way the co-management process is done in Australia differs from the way the process is undertaken in the Makuleke Contractual Park, although the ultimate objectives of this co-management are the same.

To ensure the employment of indigenous people in the two national parks, Parks Australia ensures that 95 % of day labour is reserved for the Aborigines, as landowners of these entities. (David Grossman, personal communication, 2000). They also make use of job pairing and work experience schemes to facilitate skills transfer to the indigenous community landowners. In addition, they have a Training Officer in both the National Parks whose responsibility it is to ensure the transfer of skills and expertise, so that the landowners can have the necessary capacity to manage the Parks on their own. To bolster the employment opportunities for the indigenous people, they facilitate the involvement of the indigenous people with the tourism sector (and their secondary industries) as well as the private sector for training and capacity development. This type of capacity-building is also happening in the Makuleke Contractual Park. The difference is that in the Makuleke Agreement, it is a venture that is done by the CPA Exco, instead of the SANParks (KNP) and, hence, the low scale on which it is done, due to financial constraints.

Parks Australia also puts cultural conservation on the same level with biodiversity conservation, while the SANParks prioritizes biodiversity conservation over the latter. For example, the SANParks undermined attempts by the CPA Exco to embark on cultural tourism, by initiating a process of commercializing lodges on land next to the contractual area (David Grossman, personal communication, 2000). Had the attempt to embark on cultural tourism by the CPA not been sabotaged, it could have contributed to employment opportunities and encouraged the preservation of the Makuleke culture.

Governmental and legislative support in Australia characterizes the implementation of the co-management agreements throughout the contract period whereas in South Africa this only happened at the agreement signing stage. Support from government, in the case of the Makuleke agreement, is absent to date and hence the many challenges that the Makuleke Exco had to face

(and are still facing) that lead to the below expectations accrual of benefits to the community. Had government been proactive and ever present in the implementation of the agreement, things could have panned out differently. Maybe this accounts for the renegeing on some contract obligations by the SANParks.

Another notable difference on how things are done by Parks Australia is the re-evaluation of the co-management agreement after every 5 years. This is undertaken on the basis that co-management is a dynamic process and hence each party's objectives for the contractual park can change with the passage of time (Reid, 2000). The same kind of re-evaluation has never happened in the case of the Makuleke agreement although events in the past few years suggest that both parties could have benefitted from agreement re-evaluation had it have been done.

In Australia, the Aborigines, as landowners, have total control over access to and the use of the natural resources inside the contractual parks. They also dictate the levels of resource use without intervention from Parks Australia. This is the case despite the initial fears, by Parks Australia, that indigenous people will overexploit the natural resources and compromise the objectives of biodiversity conservation. These fears have neither been substantiated nor confirmed to date even though the Aborigines can settle on some portions of the contractual parks. The same fears that pervaded Parks Australia are pervasive when it comes to the SANParks (KNP).

Another difference worth noting between Parks Australia and the Sanparks is that in Australia, conservation issues are more inclusive of community issues when the same cannot be said of their Sanparks counterparts. The SANParks (KNP) prioritizes biodiversity conservation over community development which is very much problematic ultimately because this is the main source of conflict between communities and biodiversity conservation entities. Prioritizing conservation issues over community issues is tantamount to going back in time to the era of exclusionist conservation, it is a subscription to the stereotype that indigenous people are synonymous with environmental destruction and degradation. The Australian aborigines had lived in the Kakadu national Park for thousands of years before their eviction. The Makuleke people had lived in the Pafuri Triangle for years before their eviction in 1969. The same goes for the American Indians in Yellowstone. All these indigenous peoples had preserved and conserved their lands such that their lands were still attractive enough to warrant their violent evictions.

The researcher recommends that the Makuleke CPA Exco as well as the SANParks (KNP) pick a leaf from their Australian counterparts, especially before the renewal of their co-management agreement which will be due for renewal soon. Perhaps this will contribute to a Win-Win situation for both parties in the future and ensure that the sustainable livelihoods of the Makuleke community are characteristic of a community co-managing a Contractual Park with a wealthy partner as the world-renowned SANParks.

6.10 Recommendations for research

This research has exposed the myth that eco-tourism and biodiversity management are a profitable and lucrative business. This research has shown that profit-making from co-management can be achieved through long processes of human capacity development strategies that should be calibrated to be skills-based, innovation-led as well as entrepreneurial-focused. Future research might need to look at how a balance can be achieved between biodiversity management (and eco-tourism) and poverty alleviation. Research can also be conducted on the challenges of beneficiation of communities in co-management contractual parks. Another research niche area can be based on how co-management agreements can be monitored or how models of beneficiation can be adjusted to better address the plight of communities in co-management contracts. Research might also want to investigate the economic performance of contractual national parks in South Africa in general.

6.11 Conclusion

The returning of land to its rightful owners through the Restitution of Land Act of 1994 by the South African Government was premised on the fact that it is the key instrument through which the injustices of the past could be amicably addressed and settled. When the Makuleke people won their landownership rights in the South African Land Claims Court in 1998 and entered into a joint-management venture with the Minister of Environmental Affairs and Tourism (represented by the SANParks), they hoped that the delivery of these landownership rights would be a panacea for their woes of unemployment and incessant poverty which led them to live unsustainable livelihoods and a generally poor quality lifestyle in the Nthlaveni area, to which they were relocated after their eviction in 1969.

Despite the noble aims of co-management, this research has revealed that the rewards of the co-management venture between the Makuleke community and the SANParks/Kruger National Park

are taking too long to accrue to the general membership of the CPA and the Makuleke community. This is due to several factors that were both unforeseen and unexpected by the community in general as well as their Traditional leadership (and the CPA Executive Committee) in general.

The researcher has made some recommendations that, if implemented, might help in addressing the status quo. The researcher witnessed the concrete foundation that has already been set up by the CPA Exco. The building of a school, a state-of-the-art clinic and the electrification of the entire village (with street lights) from their own funds are but good examples of a visionary, altruistic leadership committed to the social development of the community so that they can lead qualitative lives.

The researcher has also identified some areas that, when attended to, might enhance more rewards delivery from the Contractual Park to the community, making capacity development a top priority to enhance the ability of community members to be employed in the park or elsewhere.

The relationship between the Kruger National Park and the Makuleke CPA is another area that needs investigating, especially via an evaluation process. The Makuleke people will not be in co-management forever. Eventually, they should manage their heritage from their ancestors on their own.

It is up to the Makuleke CPA Exco as well as the national government of South Africa to help the Makuleke people to realize their dreams after what they have gone through in the Pafuri Triangle in 1969. A lot of their expectations, to date, are still a mirage.

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APPENDIXES

APPENDIX 1



P.O Box 1813
Tzaneen
0850
11 July 2019

C/O: The Secretary
ATT: His Royal Highness Chief Makuleke
Makuleke Tribal Authority

PERMISSION TO CONDUCT RESEARCH

Greetings to Ndhabezitha, the Royal Family and the Royal Council

My name is Edwin Bobby Bvuma.

I am a Lecturer at the University of Venda in the School of Human and Social Sciences, Department of Development Studies. I would like to do research as part of the requirements for a PHD degree programme.

My research is on the 'The Impact of the Pafuri Triangle Agreement on sustainable Livelihoods of the Makuleke community'.

The research will involve interviewing around 20 households and some officials from the Communal Property Association as well as the Joint Management Board. There will be no financial benefits that will accrue to these participants.

The findings of the research, however, might benefit the community in the form of job creation by government or investments from the Private Sector.

Kindly direct any question related to this request to me on 073 297 2038/079 602 8856 or my Supervisors on: 072 159 4135 (Dr. P. Matshidze) 082 896 0510 (Prof. V.O Netshandama). A copy of the research report will be made available to the office of the Makuleke Tribal Authority.

Hope my request will be granted

Yours sincerely

Bvuma Edwin Bobby 073 297 2038/079 602 8856 (015 962 8118)

APPENDIX 2



MAKULEKE TRADITIONAL COUNCIL

P.O. BOX 415
SASELANANI, 0928

E-MAIL: makuleke@mweb.co.za
TEL: (015) 853 0063

Ref: LE-5002
Enq: 0911614269

Date: 2019-09-12
Cell:

To:

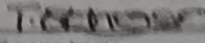
Approval to conduct a research on Community Development at Makuleke Village

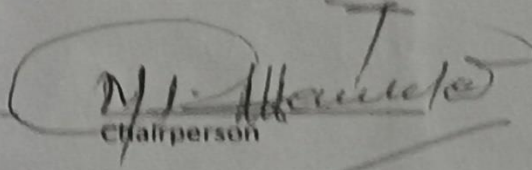
We would like to confirm and certify that **Mr Bobby Edwin Bvuma** from University of Venda Department of Development Studies, has been permitted to conduct an academic research per requirement for his academic studies.

The research focuses on the impact of Pafuri Triangle on the livelihood of the community members for social and economic benefits.

For any enquiries or further clarity on this regards, feel free to contact the office on the above number.

Yours Faithfully


Secretary


Chairperson

APPENDIX 3



PARTICIPANT INFORMATION AND
CONSENT LETTER FOR RESPONDENTS

Dear Respondent

My name is Bvuma Edwin Bobby and I am a Lecturer at the University of Venda doing research on the Topic; **THE IMPACT OF THE PAFURI TRIANGLE AGREEMENT ON SUSTAINABLE LIVELIHOODS OF THE MAKULEKE COMMUNITY.**

The study seeks to establish how The Makuleke community have taken advantage of the opportunities offered by the agreement entered into with the Kruger National Park that led to the establishment of the Makuleke Contractual Park.

There will be no financial benefits that will accrue to respondents from participation in the study. There are no foreseeable risks attached to participating in this study.

Participants are guaranteed the following rights during participation in this study;

- **The right to confidentiality**
- **The right to anonymity**
- **The right to withdraw from participation at any stage of the interviews**
- **The right to ask questions on issues that need clarification**
- **The right to be supplied with the findings of this study**
- **To determine a convenient time for the interviewing process**

CONSENT

I hereby confirm that I have been informed about the nature of this study. I also confirm that I have received, read and understood the above written information regarding the study. I confirm, also, that I have been given time to ask questions regarding the study and on my own free will declare my availability to participate in this study,

Full name of Participant:.....
.....

Date:..... Time:.....

I, Bvuma Edwin Bobby, hereby confirm that the above participant has been fully informed about the nature, conduct and risks of the study.

Full Name of Researcher

Date

SIGNATURE

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Full name of Witness

Date

SIGNATURE

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3. **What challenges do you have with the implementation of the Agreement?**

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RESEARCH OBJECTIVE 2

1. **How do you earn your livelihood in Ntlhaveni?**

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2. **How many family members are employed in the Makuleke contractual Park?**

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3. **How many household members are doing business with the Makuleke Contractual Park?**

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4. **Do you think you have sufficient capacity to take advantage of the opportunities offered by the Agreement?**

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5. Do you feel that The Pafuri Triangle belongs to you although you are in Nthlaveni?

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RESEARCH OBJECTIVE 3

1. Since the implementation of the Agreement, has anyone in the household received any skills/ vocational training of any kind?

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2. How many household members have tertiary level qualifications?.....

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2.1 Are these qualifications relevant to the day to day business of the Makuleke Contractual Park?.....

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2.2 Are there any household members who were sponsored for tertiary level studies of any kind..... by whom?.....

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APPENDIX 5

**THE IMPACT OF THE PAFURI TRIANGLE AGREEMENT ON SUSTAINABLE LIVELIHOODS
OF THE MAKULEKE COMMUNITY**

**INTERVIEW QUESTIONS FOR OFFICIALS OF THE JOINT MANAGEMENT BOARD
(JMB) and the COMMUNAL PROPERTY ASSOCIATION (CPA)**

RESEARCH OBJECTIVE 1

- 1. How has the implementation of the Makuleke Contractual Park been from inception to date?**

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- 2. What tangible benefits have accrued to the Makuleke community in Nthlaveni from the implementation of the Ageement?**

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 3. **What challenges have you come across in the implementation of this agreement?**

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 4. **How are you navigating around these challenges?**

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RESEARCH OBJECTIVE 2

1. **Are there community members who are engaged in business with the Makuleke Contractual Park?**

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2. **In what types of businesses are they involved?.....**

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3. **Are community members taking full advantage of the opportunities offered by the agreement?**

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4. Do community members possess the necessary skills and qualifications necessary to take full advantage of the opportunities offered by the agreement?

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5. How many employees, approximately, employed by the Makuleke Contractual Park are from Nthlaveni?

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6. Approximately how many of these local employees are in executive level positions?

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7. Does the Makuleke Contractual Park still depend on outside expertise to run their daily business.?

RESEARCH OBJECTIVE 3

13. Have the Makuleke community members fully diversified their livelihoods such that they no longer depend on natural resources from the Makuleke Contractual Park.?

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14. Has the Makuleke Contractual Park reached economic self-sufficiency at the moment?

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RESEARCH OBJECTIVE 4

1. **What problems have the CPA/JMB come across in the implementation of this Agreement?**

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2. **How did you mitigate these problems?**

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3. **Do you, as the CPA and JMB members, feel that the Makuleke Contractual Park belongs to the Makuleke people in Nthlaveni?**

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4. **The Makuleke Contractual Park Agreement is due for renewal in a few years' time, are there any changes you wish to see done to it?**
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THANK YOU FOR YOUR PARTICIPATION

GOD BLESS YOU!!!!!!!!!!

Appendix 6

PhD _ Research

ORIGINALITY REPORT

16%	15%	5%	7%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	www.conservationandsociety.org Internet Source	1%
2	hdl.handle.net Internet Source	1%
3	www.culturalsurvival.org Internet Source	1%
4	core.ac.uk Internet Source	1%
5	mafiadoc.com Internet Source	1%
6	Ndl.ethernet.edu.et Internet Source	1%
7	uir.unisa.ac.za Internet Source	<1%
8	www.consiliencejournal.org Internet Source	<1%
9	docplayer.net Internet Source	<1%

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:

Mr EB Bvuma

Student No:

16023631

PROJECT TITLE: **The impact of the Pafuri Triangle Agreement on sustainable livelihoods of Makuleke Community, Limpopo Province, South Africa.**

PROJECT NO: **SHSS/19/DS/01/0803**

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Prof VO Netshandama	University of Venda	Promoter
Dr Adv. P.E Matshidze	University of Venda	Co - Promoter
Mr EB Bvuma	University of Venda	Investigator - Student

ISSUED BY:

UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE

Date Considered: March 2019

Decision by Ethical Clearance Committee Granted

Signature of Chairperson of the Committee:

Name of the Chairperson of the Committee: Senior Prof. G.E. Ekosse

UNIVERSITY OF VENDA DIRECTOR RESEARCH AND INNOVATION 2019-03-25 Private Bag X5050 Thohoyandou 0950



University of Venda

PRIVATE BAG X5050, THOHOYANDOU, 0950, LIMPOPO PROVINCE, SOUTH AFRICA
TELEPHONE (015) 962 8504/8313 FAX (015) 962 9060

"A quality driven financially sustainable, rural-based Comprehensive University"

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:

Mr EB Bvuma

Student No:

16023631

PROJECT TITLE: The impact of the Pafuri Triangle Agreement on sustainable livelihoods of Makuleke Community, Limpopo Province, South Africa.

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